AD-A075 725 ARMY INFANTRY CENTER AND FORT BENNING GA F/G 5/9
MODERN VOLUNTEER ARMY EXPERIMENT-1972.(U)
JUL 72

UNCLASSIFIED NL

1 OF 8
AD A075725



(9)

FINAL EVALUATION REPORT

1 Jan 71-30 Jun 72.

(6)

see also AD74195 (1971)

(1)

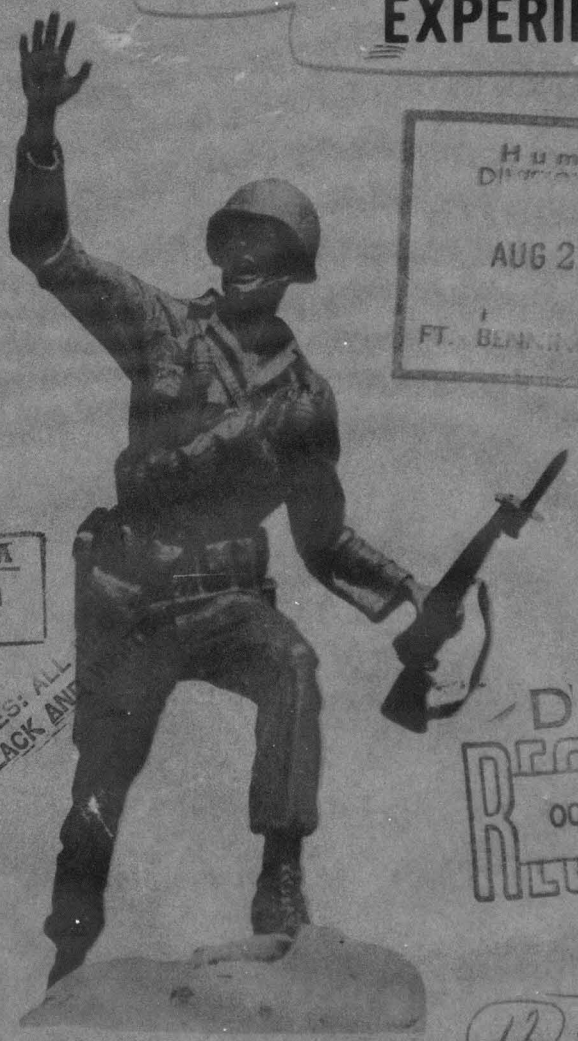
MODERN VOLUNTEER ARMY EXPERIMENT

LEVEL III

1972

AD A075725

HumRRO
Division No. 4
AUG 21 1972
FT. BENNING, GEORGIA



DISTRIBUTION STATEMENT A
Approved for public release;
Distribution Unlimited

ORIGINAL CONTAINED COLOR PLATES: ALL REPRODUCTIONS WILL BE IN BLACK AND

DDC FILE COPY

DDC
RECEIVED
OCT 30 1979
A

(12) 747

FORT BENNING, GEORGIA

(11) JULY 1972

393 080

79 10 29 002

DEPARTMENT OF THE ARMY
ARI FIELD UNIT, BENNING
U. S. ARMY RESEARCH INSTITUTE FOR THE BEHAVIORAL AND SOCIAL SCIENCES
P.O. BOX 2086, FORT BENNING, GEORGIA 31905

PERI-IJ

8 August 1979

SUBJECT: Shipment of Documents

Defense Documentation Center
Cameron Station
Alexandria, VA 22314
ATTN: Selection & Cataloging

The Documents in these shipments are approved for public release. The distribution is unlimited.

FOR THE CHIEF:

ALEXANDER NICOLINI
Major, Infantry
R&D Coordinator

DEPARTMENT OF THE ARMY
HEADQUARTERS UNITED STATES ARMY INFANTRY CENTER
FORT BENNING, GEORGIA 31905

AJIVA 17 JUL 1972

SUBJECT: Final VOLAR Evaluation Report

THRU: Commanding General
Third United States Army
Fort McPherson, Georgia 30330

Commanding General
US Continental Army Command
Fort Monroe, Virginia 23351

TO: Deputy Chief of Staff for Personnel
Department of the Army
Washington, D. C. 20310

DDC
RECEIVED
OCT 30 1979
A

67817 Sig 1

ORIGINAL CONTAINS COLOR PLATES: ALL DDC
REPRODUCTIONS WILL BE IN BLACK AND WHITE

1. References:

a. Letter, OCSA-SAMVA, subject: VOLAR Evaluation Plan, dated 24 June 1971.

b. The Fort Benning Plan for Movement Toward a Modern Volunteer Army.

2. This report, submitted pursuant to reference a, constitutes a final evaluation of the VOLAR experiment at Fort Benning and covers the period 1 January 1971 through 30 June 1972.

3. During the past eighteen months Fort Benning has placed maximum emphasis on implementing and evaluating experimental innovations

DISTRIBUTION STATEMENT A
Approved for public release;
Distribution Unlimited

contained in reference b, which are designed to strengthen professionalism, to enhance Army life, and to develop a modernized accession system. The vast majority of the actions initiated during the VOLAR experiment proved to be extremely valuable and are today a vital part of Fort Benning's continuing program to build a better Army and reduce reliance on the draft.

4. An overall analysis of the evaluation reveals that the most significant actions of the VOLAR test are those actions which enhance professionalism by reducing the number of details and the time spent by soldiers on relatively menial chores that are not a part of the soldiers' professional job, make no obvious contribution to the training of the individual or his unit and do not contribute to the accomplishment of the unit's mission. Actions to improve the life-style of the soldier by providing more privacy and comfort in his living area have also proven significant. The actions implemented by the US Army Infantry School in support of the Fort Benning Plan for Movement Toward a Modern Volunteer Army, taken collectively, did in fact accomplish the stated objectives of upgrading the excellence of the Infantry School as an educational institution, enhancing the professionalism of the School's staff and faculty, and providing specific measures which better train, motivate, and favorably influence the young combat leaders to choose a career in the Army. A detailed analysis and evaluation of the experiment is attached at TABS A through E.

5. The sum total of information on military discipline at Fort Benning during the period of the VOLAR experiment shows that good order and military discipline are not jeopardized by MVA innovations. With the single exception of reportable crimes all morale and discipline indicators have remained relatively stable or improved during the experiment and for the past six months the number of reportable crimes has shown a healthy decline despite the national trend of increasing crime. The abrupt reversal in crime trends at Fort Benning was accomplished without modification of policies or procedures implemented pursuant to the VOLAR experiment.

6. Considerable and noteworthy progress has been made at Fort Benning in the Unit of Choice Recruiting Program. The 197th Infantry Brigade and the 931st Engineer Group have demonstrated the true potential of this type program. The combined efforts of these two unit programs have resulted in almost 4300 accessions into the Army. Without question the biggest

recruiting success by far was the young soldiers of Fort Benning themselves. They liked what they were doing. They liked the way they were being treated and they liked the challenge of their duties sufficiently well to talk to and enlist their buddies and contemporaries in large numbers. I consider the Unit of Choice Recruiting Program to be a primary key to a modernized accession system and recommend the program be expanded to include a greater variety of units and that this recruiting effort be fully funded.

7. Having reached the level we now enjoy at Fort Benning, I am convinced that actions implemented pursuant to the MVA program have caused provably positive changes in the attitudes of the soldiers at Fort Benning towards the Army. These changes have not been accompanied by losses in military discipline and good order, nor in reduced mission capability. I am also convinced, however, that a critical time still lies ahead. The momentum attained thus far must be maintained to insure further success in attaining the goals of the Modern Volunteer Army Program. Any significant change or discontinuation of favorably accepted experimental or professional innovations because of budgetary limitations, manpower reductions without corresponding decreases in mission requirements, or other causes can be expected to be viewed by the soldier as inconsistent and a "breach of faith." Such changes will prove to be extremely counterproductive to the program and the success that has been achieved will undoubtedly be jeopardized. To insure complete success of the MVA program the practices and procedures tested and found successful in the VOLAR experiment must be made a permanent way of life in the US Army.

Orwin C. Talbott

ORWIN C. TALBOTT
Major General, USA
Commanding

Accession For
NTIS GRA&I
DDC TAB
Unannounced
Justification
By
Distribution/
Availability Codes
Dist. | Avail and/or special
A

EXECUTIVE SUMMARY

BACKGROUND

Fort Benning was particularly fortunate to be in on the initial planning and testing of the VOLAR program. Having been designated by Department of the Army as one of the initial VOLAR test posts in November 1970, Fort Benning had the opportunity--the special privilege--to lead the way in bringing about changes within the Army in areas which had already been recognized as needing a great deal of attention. As an early starter it was possible to flush out ideas and principles that needed action--not just words. A study group, made up of the very best officers and NCOs at Fort Benning, was formed to solicit ideas from all segments of the post population, to select those ideas which appeared to be the most important, and to arrange them into projects to be accomplished as quickly as possible. From this came the "Benning Plan" detailing over 140 specific actions to develop a more professional environment, to provide soldiers with a better life, and to generate greater public esteem for the Army which was considered a vital element in developing a modernized accession system. Some of the projects selected required financial support, some required relief from regulatory constraints, but many it was found could be implemented locally without outside assistance. The basic aim and idea behind all the planning and actions was to create a situation and an atmosphere in which a man would want to stay, and one which a man would sincerely attempt to persuade his buddy to join. The goal was clearly, a more professional Army, one performing meaningful and satisfying jobs, worthy of favorable public recognition, an Army that men would want to be a part of. That, and no less, would be the Modern Volunteer Army at Fort Benning.

FINDINGS

Fort Benning has enjoyed tremendous success in achieving the stated objectives of Project VOLAR. Some of the innovations proved more successful than others and a few of the experimental projects were dropped altogether when it was found they were not producing desired results. However, the vast majority of the actions initiated during the VOLAR experiment proved to be extremely valuable and are today a vital part of Fort Benning's continuing program to build a better Army and reduce reliance on the draft.

The decentralized training policy has been enthusiastically supported at all levels of command. This policy reaffirms the confidence in dedication, judgment and professionalism in the officer corps by placing the responsibility for training at a level where it can be most efficient. The personnel at the lower echelons now believe they are challenged and are more than eager to participate in training focused more sharply on key mission requirements which in turn provide greater job satisfaction. This approach not only develops our junior leaders but also provides the latitude, challenge and satisfaction required to retain quality young men in the Army.

In order to evaluate the effectiveness of Fort Benning's experimental program, a series of attitudinal surveys were administered prior to and throughout the test period to measure changes in attitudes toward the Army, toward specific experimental actions, and in expressed career intentions. An analysis of the results of these surveys shows a significant favorable change in expressed career intentions of first-term enlisted personnel at Fort Benning over the period of the experiment. (See Figure i.) First-term reenlistment performance has also been very encouraging especially in recent months. Except for a short period of time when reenlistment procedures were being revised under the Qualitative Management Program, Fort Benning has consistently exceeded first-term reenlistment objectives. (See Figure ii.) Surveys of first-term reenlistees conducted to determine what influence the VOLAR experiment had on their decision to reenlist revealed that over 70% of this group stated that the experiment had an influence on them to stay in the Army. (See Figure iii.)

Considerable and noteworthy progress has been made at Fort Benning in the Unit of Choice Recruiting Program. The real test bed for the recruiting experiment at this installation was the 197th Infantry Brigade, a TOE combat arms unit. This Brigade has in fact become an all volunteer unit as a direct result of the MVA program. Over 2500 young men have enlisted for this unit and the Brigade has also been credited with recruiting some 1100 soldiers for other units or other enlistment options. Without question the biggest recruiting success by far was the young soldiers of the 197th themselves. They liked what they were doing. They liked the way they were being treated and they liked the challenge of their duties sufficiently well to talk to and enlist their buddies and contemporaries in large numbers. Early results of the 931st Engineer Group Unit of Choice Program which began on 1 May 72 indicate that comparable success for this unit enlistment option can also be expected. Nearly 650 men, over half of the Group's vacancies, have been recruited for the 931st in a 60-day period.

Perhaps the most persuasive indicator available which reflects the success that Fort Benning has achieved during Project VOLAR is the number of soldiers who reenlist for their present duty assignment. Figure iv shows the percentage of soldiers in the grades of E5 or below and E6 with less than 9 years' service or below, that having reenlisted, did so to remain in the present duty assignment. In other words, these soldiers liked Fort Benning, their units, and their jobs enough that they elected as their option upon reenlistment a choice to remain at Benning, in their specific unit, and in their current job. During the first six months of the experiment, (January - June 1971) an approximate monthly average of some 55.7% elected this option; during July - December 1971, this approximate monthly average increased to some 71.8%, and during the final six months of the experiment, the soldiers reenlisting to stay at Fort Benning increased again to some 72.2%.

At Figure v are the first-term soldiers' rating of Fort Benning as a military post. The observable 21% increase in this group's expressed opinions that Fort Benning is "One of the Best Army Posts" to which they had ever been assigned, further clarifies the attitudes and feelings of Fort Benning soldiers, since the beginning of the Benning VOLAR program.

The sum total of information on military discipline at Fort Benning during the period of the VOLAR experiment shows that good order and military discipline are not jeopardized by MVA innovations. With the single exception of reportable crimes all morale and discipline indicators have remained relatively stable or improved during the experiment and for the past six months the number of reportable crimes has shown a healthy decline despite the national trend of increasing crime. The abrupt reversal in crime trends at Fort Benning was accomplished without modification of policies or procedures implemented pursuant to the VOLAR experiment.

CONCLUSIONS

An overall analysis of the VOLAR experiment reveals that actions implemented pursuant to the experiment have caused massive positive changes in attitudes toward the Army, in expressed career intentions, in actual reenlistment performance, and in the Army's accession system.

These changes have not been accompanied by losses in military discipline and order, nor in reduced mission capability. The experimental period proved to be an exciting and interesting one, a very challenging and extremely worthwhile project. By no means have all of the answers been found to the problems inherent in converting the Army of recent years into a truly professional all volunteer force. It is apparent, however, that the actions taken to date represent a major step in the right direction and have enjoyed substantial success particularly with the first-term enlisted soldier. On the other hand, studies contained in this evaluation report point out a continuing need to further improve leadership, job satisfaction and pride in service.

The Fort Benning community retained an extensive "wait and see" attitude during the early stages of the experiment. However in considering the expressed career intentions, improvement in individual attitudes and favorable changes in reenlistment behavior, it is apparent that the MVA program is gaining credibility. That is, more and more soldiers believe the Army is serious in its efforts toward self improvement.

RECOMMENDATIONS

It is recommended that experimental actions reported herein as successful test innovations be established as lasting Army policy, be implemented at other Army installations as appropriate, and that the necessary resources be allocated to not only maintain but also, and more importantly, to increase both the momentum and the credibility of the MVA program. Specific recommendations for each of the experimental actions tested are at TAB E.

Figure i
EXPRESSED CAREER INTENTIONS
FIRST-TERM ENLISTED

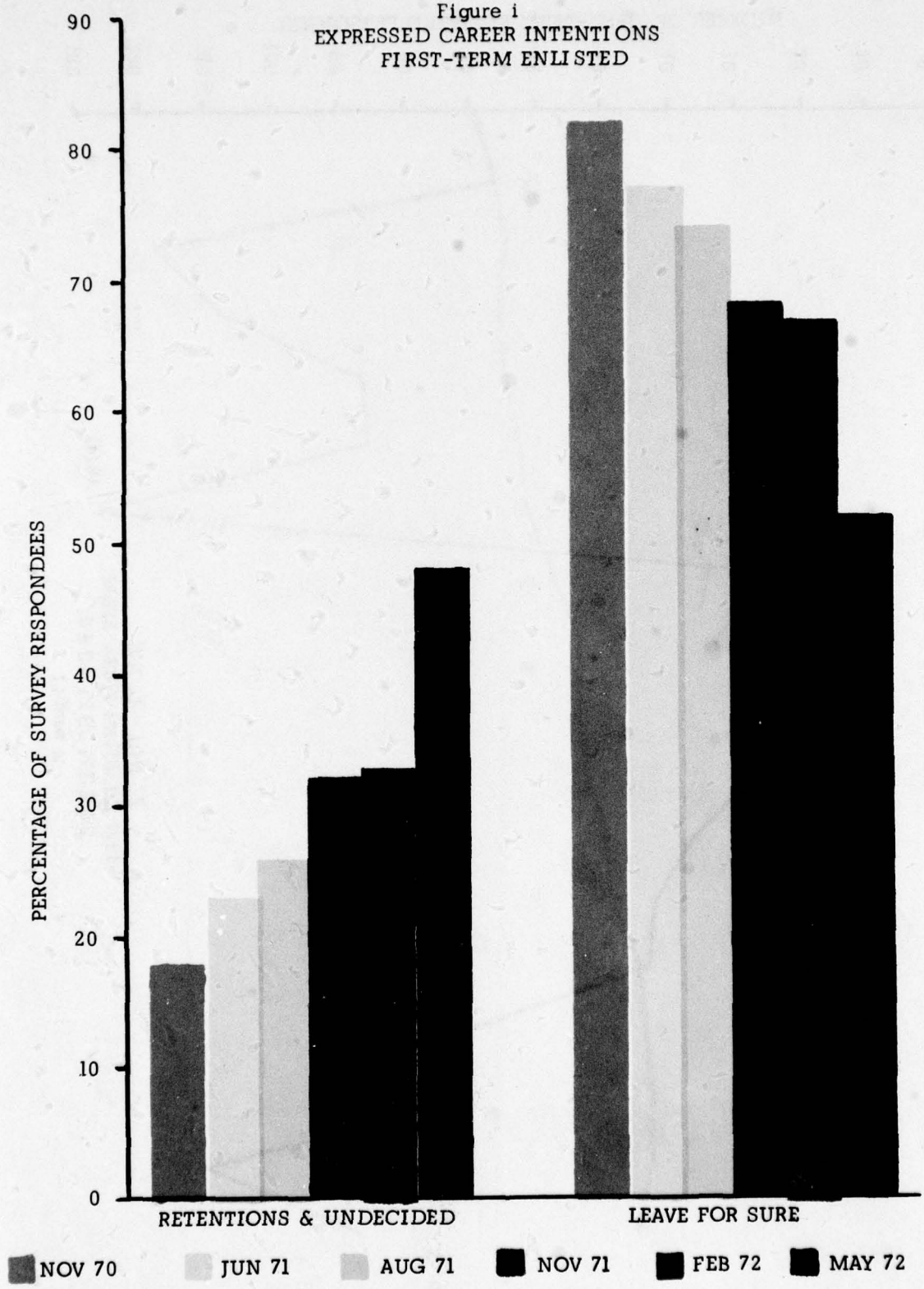
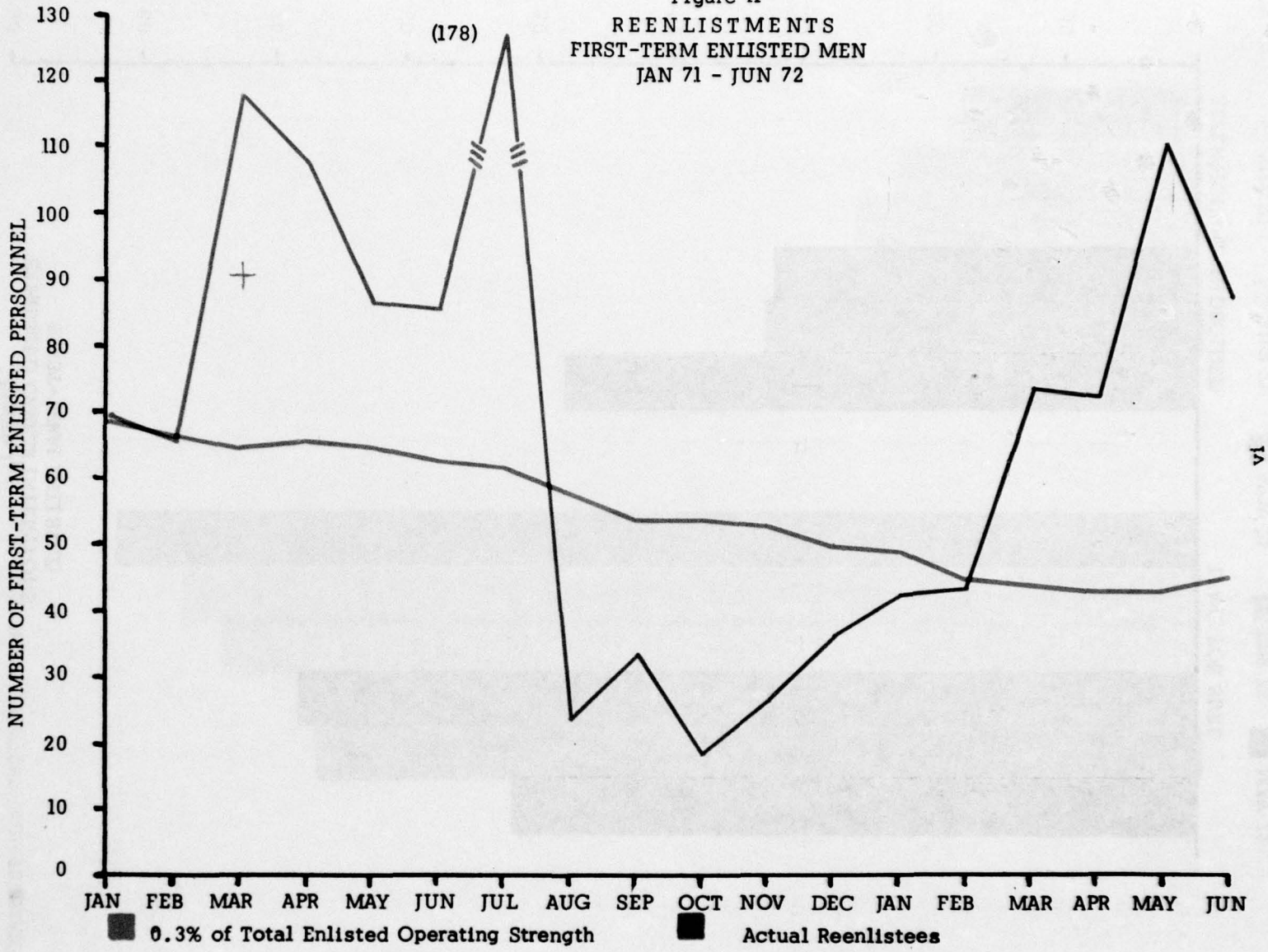


Figure ii

REENLISTMENTS
FIRST-TERM ENLISTED MEN
JAN 71 - JUN 72



vi

Figure iii

REENLISTING AND SEPARATING INTERVIEWS

"What Influence did Project VOLAR have on your decision to (Reenlist or Separate)?"

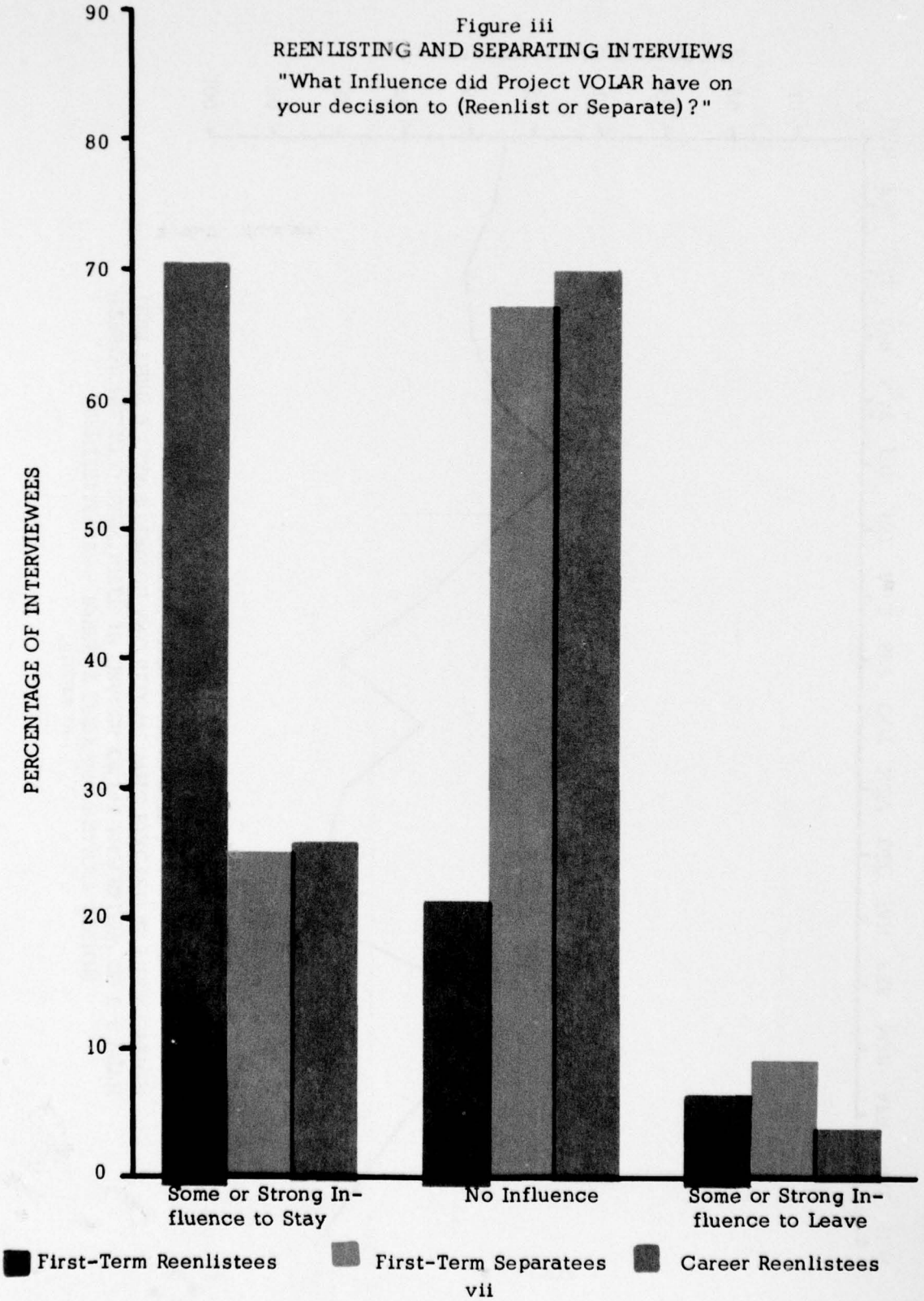


Figure iv

REENLISTMENTS - PRESENT DUTY ASSIGNMENT OPTION
(PERSONNEL WHO REENLISTED IN GRADES OF E-5 AND BELOW OR E-6 WITH LESS THAN 9 YEAR'S SERVICE AND BELOW, WHO ELECTED AS THEIR OPTION PRESENT DUTY ASSIGNMENT.)
JAN 71 - JUN 72

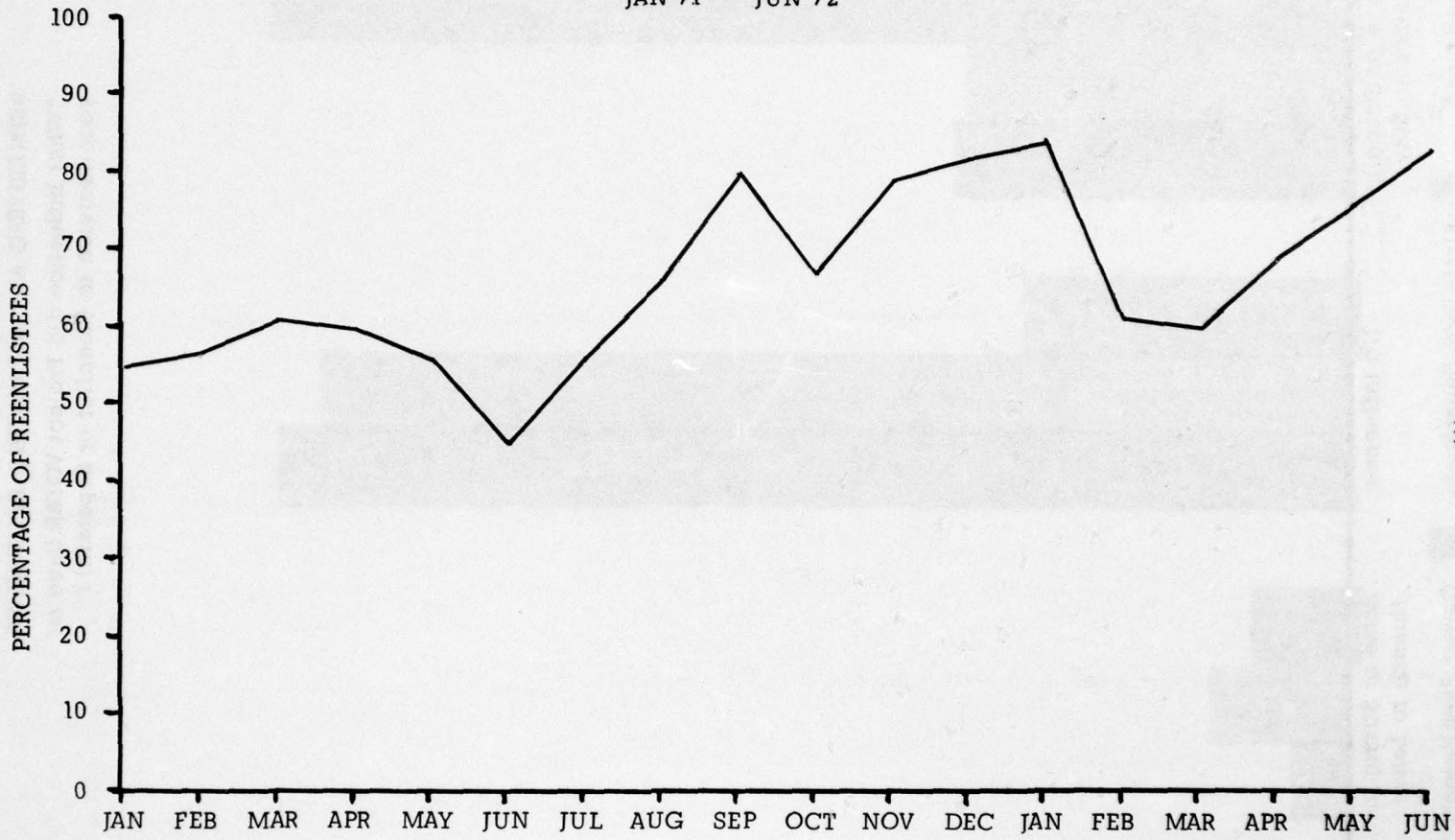
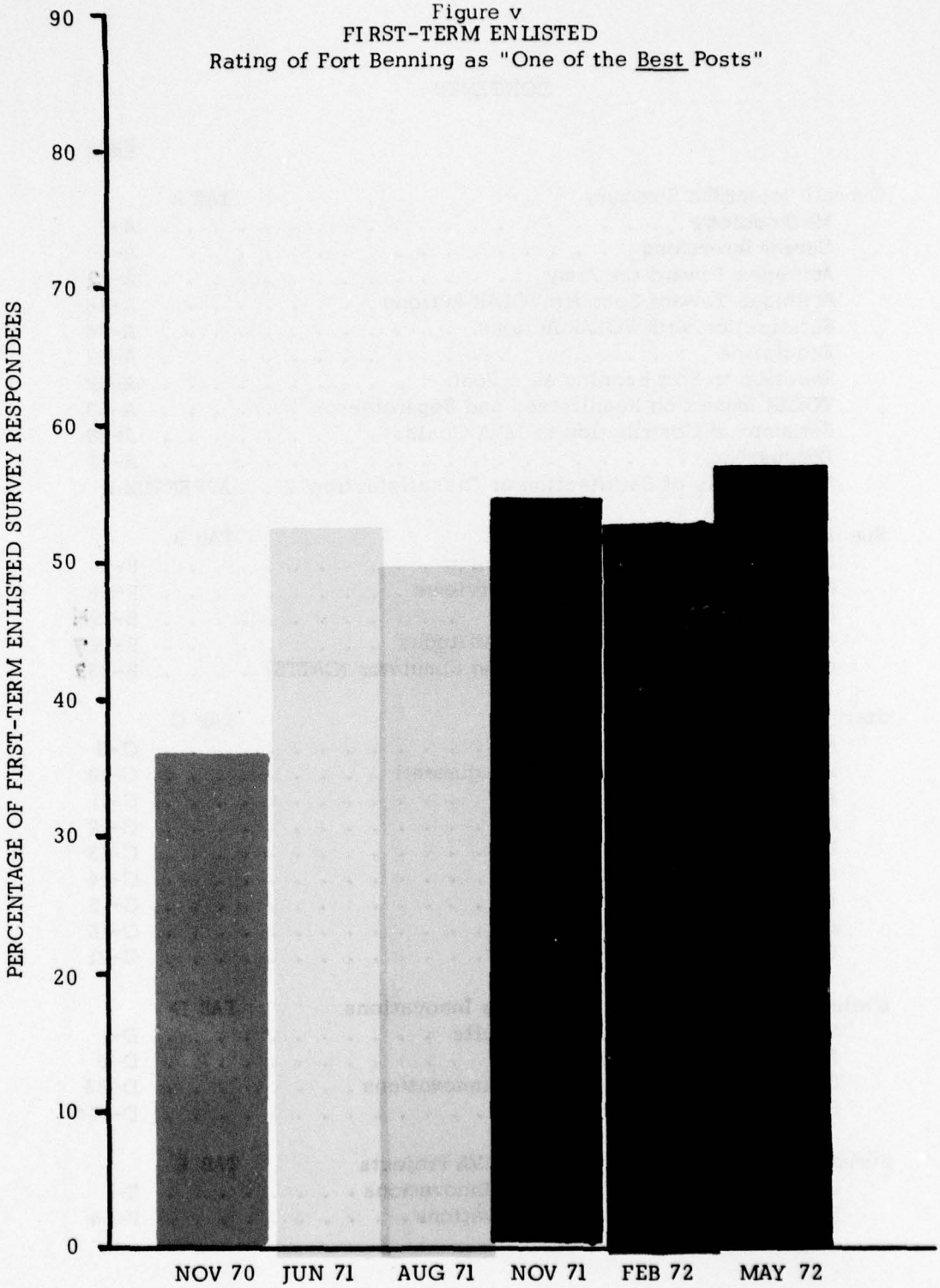


Figure v
FIRST-TERM ENLISTED
Rating of Fort Benning as "One of the Best Posts"



CONTENTS

		Page
Overall Scientific Summary	TAB A	
Methodology		A-2
Career Intentions		A-5
Attitudes Toward the Army		A-12
Attitudes Toward Specific VOLAR Actions		A-26
Satisfaction with VOLAR Actions		A-36
Discipline		A-47
Reaction to Fort Benning as a Post		A-61
VOLAR Impact on Reenlistees and Separatees		A-63
Estimate of Contribution to MVA Goals		A-69
Discussion		A-71
Mean Levels of Satisfaction or Dissatisfaction		APPENDIX 1
Special Studies	TAB B	
Military Discipline at Fort Benning		B-2
Reenlisting and Separating Interviews		B-68
Military Dependent Attitudes		B-154
Career and Separating Officer Attitudes		B-197
Combined Arms Tactical Training Simulator (CATTS)		B-238
Statistical Indicators	TAB C	
Reenlistment (1st Term)		C-9
Reenlistment (Present Duty Assignment)		C-10
AWOL		C-11
Article 15		C-12
Courts-Martial		C-13
Congressional Inquiries		C-14
IG Complaints		C-15
Provost Marshal Activities		C-16
Officer Retention		C-21
Evaluation of Education and Training Innovations	TAB D	
Background and Evaluation Results		D-1
Analysis of Questionnaire Data		D-6
Summary of No Cost/Low Cost Innovations		D-86
Summary of Funded Innovations		D-124
Summary and Progress Analysis of MVA Projects	TAB E	
Summary of No Cost/Low Cost Innovations		E-1
Summary of VOLAR Funded Innovations		E-54

TAB A

OVERALL SCIENTIFIC EVALUATION

MODERN VOLUNTEER ARMY EXPERIMENT

FORT BENNING, GEORGIA

JANUARY 1971 - JUNE 1972

INTRODUCTION

In early November 1970, LTG George I. Forsythe, (Special Assistant for the Modern Volunteer Army, Department of the Army), named Fort Benning as one of three experimental posts for Phase I of the initial Project VOLAR field experiment. Phase I of Project VOLAR was to last from 1 JAN 71 through 30 JUN 71. Guidance from the Chief of Staff was, "Nothing is considered sacrosanct except where military order and discipline--the soul of the Army that insures success on the battlefield--are jeopardized. This we cannot and will not yield."

Immediately upon learning that Fort Benning had been designated one of the experimental posts, the Office of the Project Manager (Control Group/ Evaluation Element) was organized. At the same time, the United States Army Infantry Human Research Unit/Human Resources Research Organization, Division No. 4 were tasked to provide technical advisory assistance for the implementation and evaluation of Project VOLAR. In response, personnel from the Evaluation Element, USAINFHRU, and HumRRO designed a baseline questionnaire for the purpose of assessing individual career intentions and attitudes over many areas of Army life, as well as toward possible and anticipated VOLAR actions at Fort Benning. This questionnaire was administered to a random sample, stratified within broad limits on rank and tour status (extended-tour vs. first-tour), of the post population in late NOV 70, prior to the implementation of the first VOLAR actions at Fort Benning...in order to develop a pre-VOLAR baseline against which future results could be compared. At the same time, comparable baseline data were collected from a control post, at which no funded VOLAR actions were to be authorized. The control data were intended to serve as an aid in identifying possible non-VOLAR influences that might otherwise have led to incorrect conclusions about results at Fort Benning.

The evaluation of Project VOLAR was based on criteria at two levels. At the more general level, it was felt that there was a need to make military service interesting, challenging, and rewarding to the widest possible numbers of military personnel. With the objective of a reduced dependence upon the draft, it was thought necessary to attempt to modify the conditions under which personnel serve in the military so that military service would become more desirable, both for short-term involvement, and for long-term careers--but without sacrificing mission capability. At the more specific level, assessment of VOLAR actions, it was felt that there was a need to determine which action, or combination of actions, was responsible for producing desirable outcomes (if any), in order that future, perhaps more limited, resources could be allocated in the most cost-effective way to maximize outcomes.

The first evaluation of VOLAR actions was completed in JUN 71. The report of that evaluation identified broad attitude areas that are of major concern to the soldier (needs for pride in service, security, effective leadership, and reduced inequities) which must be maximized if career intentions and attitudes toward the Army are to be made positive. The report

also identified specific VOLAR actions that proved effective in changing soldiers' attitudes at Fort Benning, in comparison with the control post, i.e., those actions that were effective at Fort Benning and not effective at the control post (which was as it should have been, since VOLAR actions were not implemented at that post).

The second evaluation report contained the results of the NOV 71 evaluation of VOLAR actions at Fort Benning, but without the comparison with a control post. The primary reason for deletion of the control post from that evaluation, as well as the present one, was that Project VOLAR actions were directed to be implemented at the comparison post at the end of FY 71, so that it could no longer be considered as a control post. (It was felt that the desirable effects of implementation of VOLAR at that post would far outweigh the loss of the post for control purposes.) Consequently, the present evaluation, as did the NOV 71 report, consists basically of comparisons between Fort Benning's earlier data collections and data recently collected concerning attitudes of soldiers toward (1) the Army as a career, (2) the four broad attitude areas identified earlier (pride in service, security, leadership, and reduced inequities), and (3) specific VOLAR actions implemented at Fort Benning.

METHODOLOGY

Subsequent to the initial NOV 70 survey of soldiers' attitudes, follow-up surveys were administered in JUN 71, AUG 71, NOV 71, FEB 72, and MAY 72. While the surveys administered in NOV 70 and JUN 71 were identical, those administered in AUG 71 and subsequently were somewhat different. The latter survey forms were changed to delete those actions which were not implemented initially or which were discontinued at the end of FY 71, with new actions being added in order to address all of the actions, both funded and non-funded, implemented under Project VOLAR as of the end of FY 71. In addition, those items in a section dealing with general attitudes toward the Army which did not define one of four factor composite scores were eliminated after the JUN 71 survey.

The personnel surveyed--at both Fort Benning and the control post (for the first two administrations)--represent a random sample of the respective post populations, stratified within broad limits on the rank and tour status of the individuals surveyed. The sampling procedure was based on the use of the last four digits of each potential subject's social security account number. Quotas and sampling procedures, based on the percentage of the total post population represented in each of these broad categories of personnel, were given to the quality control officer of each of Fort Benning's major commands. The quality control officers were responsible for the administration of the surveys within their organizations, according to a set of detailed instructions provided by the VOLAR Evaluation Element. All administrations of the surveys were carried out under strictly enforced controlled conditions and supervised by the post VOLAR Control Group/Evaluation Element.

The personnel surveyed were partitioned into sixteen groups by: tour status (first-tour vs. extended-tour), grade (enlisted vs. officer), and the time of administration of the survey (NOV 70, JUN, AUG, NOV 71, FEB, MAY 72). The partition of the sample into subgroups is shown in Table 1.

The primary objective of the analysis of the questionnaire data was to provide information bearing on the following questions:

a. Was there a change in reenlistment intentions during the period of the VOLAR experiment at Fort Benning, in relation to the comparison data from NOV 70 or NOV 71?

b. Was there a change in general attitudes toward the Army during the period of the VOLAR experiment at Fort Benning?

c. Was there a relationship between general attitudes toward the Army and career intentions?

d. Were there significant relationships between specific VOLAR actions and career intentions?

e. Were there significant relationships between specific VOLAR actions and general attitudes toward the Army?

f. Were there differences in the attitudes of first-tour personnel, both enlisted and officer, who indicated an intention of staying in the Army or who were undecided about their career intentions as opposed to those who indicated the decision of leaving the Army for sure at the end of their present tour of active duty?

g. Was there a change in the rating of Fort Benning as compared to other military posts to which individuals might have been assigned?

h. Have there been any significantly negative changes in the status of military discipline and good order at Fort Benning during the period of the VOLAR field experiment?

In the following sections of this TAB, each of these areas will be considered. A final section will then consider the VOLAR actions separately in terms of the attitudes of personnel at Fort Benning toward the VOLAR actions themselves, disregarding whether these attitudes are associated with career intentions.

The major emphasis of this report will be the two periods of NOV 70 and NOV 71 through MAY 72. It should be noted that since it was not possible to maintain a control post beyond JUN 71, it is not possible to say that VOLAR has, in itself, caused any changes that may be found in the present evaluation, as,for example, in general attitudes toward the Army. Rather, any such changes will reflect not only the effect of various VOLAR actions but also the impact

TABLE 1

PARTITION OF SAMPLE

GROUP NO.	GRADE	TOUR STATUS	SURVEYED DATE TESTED	NUMBER
1	ENLISTED	FIRST	NOV 70	1116
2	ENLISTED	FIRST	JUN 71	774
3	ENLISTED	FIRST	AUG 71	543
4	ENLISTED	FIRST	NOV 71	554
5	ENLISTED	FIRST	FEB 72	499
6	ENLISTED	FIRST	MAY 72	479
11	ENLISTED	EXTENDED	NOV 70	674
12	ENLISTED	EXTENDED	JUN 71	377
13	ENLISTED	EXTENDED	AUG 71	367
14	ENLISTED	EXTENDED	NOV 71	308
15	ENLISTED	EXTENDED	FEB 72	327
16	ENLISTED	EXTENDED	MAY 72	378
21	OFFICER	FIRST	NOV 70	260
22	OFFICER	FIRST	JUN 71	217
23	OFFICER	FIRST	AUG 71	114
24	OFFICER	FIRST	NOV 71	91
25	OFFICER	FIRST	FEB 72	96
26	OFFICER	FIRST	MAY 72	84
31	OFFICER	EXTENDED	NOV 70	550
32	OFFICER	EXTENDED	JUN 71	203
33	OFFICER	EXTENDED	AUG 71	206
34	OFFICER	EXTENDED	NOV 71	205
35	OFFICER	EXTENDED	FEB 72	228
36	OFFICER	EXTENDED	MAY 72	203

of any other significant changes, both within the Army and within the soldier's total environment. Without a control post, it is not possible to separate these different kinds of effects from one another.

CAREER INTENTIONS

A primary objective of VOLAR is to increase the attractiveness of military service to both young soldiers and young officers, in order to facilitie attainment of the long-range objective of a zero-draft, Modern Volunteer Army. Consequently, a primary criterion of the effectiveness of the VOLAR experiment is the extent to which career intentions changed during the period of the VOLAR experiment. Career intentions were measured in two ways. First, all personnel responding to the VOLAR attitudinal survey answered the following question:

Which of the following best describes your Army career intentions?

1. I will remain in the Army until retirement.
2. I will remain in the Army for a while longer, but have not decided yet about staying until retirement.
3. I am undecided about my Army career intentions.
4. I will leave the Army upon completion of my current obligation.

Second, data were obtained at Fort Benning for CY 70, CY 71, and the first six months of CY 72 on actual reenlistments and requests for retention or release.

Analysis of Expressed Career Intentions

Responses to the career intentions item on the VOLAR evaluation questionnaire are shown in Table 2. In order to test the statistical significance of the differences observed between groups and over time, two-way analyses of variance[1] were performed. The variables used in these analyses were: time (NOV 70 and NOV 71 vs. MAY 72) and grade (officers vs. enlisted). The results of these analyses show significant ($p < .01$) positive changes in the expressed career intentions of first-tour personnel from NOV 70 to MAY 72, significant ($p < .01$) differences between first-tour grade groups with the officers having more positive career intentions than the soldiers, and significant ($p < .01$) interaction between time and grade with the enlisted group showing a larger positive change in expressed career intentions over time than did the officer

[1] An analysis of variance is a statistical procedure for simultaneous comparison of two or more samples at a time, and permits inferences as to whether these samples differ significantly from one another on one or more dimensions (e.g., time and grade), as well as whether the dimensions are interrelated.

TABLE 2

EXPRESSED CAREER INTENTIONS TO:

Which of the following best describes your Army career intentions?

1. I will remain in the Army until retirement.
2. I will remain in the Army for a while longer, but have not decided yet about staying until retirement.
3. I am undecided about my Army career intentions.
4. I will leave the Army upon completion of current obligation.

PERCENTAGE RESPONDING TO:

GROUP	DATE	1	2	3	4	Mean Response
First-Tour Enlisted	NOV 70	1.4%	4.9%	12.0%	81.6%	3.74
	JUN 71	2.1%	7.5%	13.3%	77.1%	3.66
	NOV 71	3.6%	10.7%	17.7%	68.0%	3.50
	MAY 72	3.8%	16.1%	28.2%	52.0%	3.28
First-Tour Officer	NOV 70	7.3%	14.3%	20.1%	58.3%	3.29
	JUN 71	10.1%	12.9%	14.3%	62.7%	3.29
	NOV 71	12.1%	20.9%	16.5%	50.5%	3.05
	MAY 72	9.5%	16.7%	21.4%	52.4%	3.17
Extended-Tour Enlisted	NOV 70	71.2%	9.6%	8.6%	10.5%	1.58
	JUN 71	64.5%	12.5%	10.3%	12.7%	1.71
	NOV 71	65.9%	12.7%	7.5%	14.0%	1.69
	MAY 72	64.0%	13.0%	8.7%	14.3%	1.73
Extended-Tour Officer	NOV 70	77.9%	12.4%	4.9%	4.7%	1.36
	JUN 71	78.8%	11.8%	3.9%	5.4%	1.36
	NOV 71	76.6%	15.1%	4.4%	3.9%	1.36
	MAY 72	78.4%	10.8%	7.4%	3.4%	1.36

NOTE: The lower the group mean, the more favorable the response. A group mean of 1.00 would indicate that everyone within that group intends to remain in the Army until retirement.

group. In the NOV 71 to MAY 72 comparison of first-tour expressed career intentions there was only one significant effect in the analysis of variance; the first-tour soldiers showed a positive change in career intentions while the first-tour officers showed a negative change and this resulted in a significant ($p < .01$) difference between grade groups.

From NOV 70 to MAY 72, the extended-tour group analysis of variance showed a significant ($p < .01$) difference between grades with the extended-tour enlisted having more negative expressed career intentions than the extended-tour officers. In the NOV 71 to MAY 72 comparison two significant effects emerged; there was again a significant ($p < .01$) difference between grades because of the more positive expressed career intentions of the extended-tour officers and there was a significant ($p < .05$) interaction between grade and time, for while the extended-tour officer expressed career intentions remained unchanged, the extended-tour enlisted expressed career intentions became more negative.

In order to further clarify the changes over time, t-tests[2] of significance were performed on the data from all groups (NOV 70 to MAY 72 and NOV 71 to MAY 72). These tests showed significant ($p < .0001$) positive changes in the expressed career intentions of the first-tour enlisted groups from NOV 70 to MAY 72 and from NOV 71 to MAY 72. The first-tour officer groups showed nonsignificant positive change in expressed career intentions from NOV 70 to MAY 72 and a nonsignificant negative change from NOV 71 to MAY 72. The extended-tour enlisted groups showed a significant ($p < .03$) negative change from NOV 70 to MAY 72 and a nonsignificant negative change from NOV 71 to MAY 72. The extended-tour officer groups showed remarkable stability in their expressed career intentions and showed no change over the time of the VOLAR experiment at Fort Benning. Since the results for first-tour officers do not logically follow those found at earlier testings, it should be noted that in the MAY 72 sample of first-tour officers, 46.4% were in active duty for training (ADT) status. This compares to 8.5% ADT in the NOV 70 sample and 19.8% in the NOV 71 sample. When the ADT personnel are removed from the MAY 72 sample, the following distribution of responses results:

RESPONSE	1	2	3	4	MEAN	
	9.5%	16.7%	21.4%	52.4%	3.17	Sample with ADT
	17.8%	26.7%	24.4%	31.1%	2.68	Sample without ADT

As can be seen, there is a large decrease in the percentage of the sample which indicated the "leave for sure" response, that which ADT personnel would most probably select, and these data compare more logically with the data reported for the three earlier time periods in that the trend of more positive career intentions established in these three time comparisons is continued into the MAY 72 data.

---

[2] T-tests of significance are used to determine significant changes in the comparison of two samples on one variable at a time.

These results lead to two major conclusions. First, there are highly significant differences between personnel in enlisted and officer grades. Officers generally hold more positive career intentions than enlisted personnel when tour status is held constant, i.e., first-tour officers hold more positive expressed career intentions than first-tour enlisted personnel. At the same time, those personnel in extended-tour status tended to have more positive career intentions than those serving on their first tour. This picture is logically consistent with findings of other work dealing with the relationship between tour status and career intentions. Generally speaking, when the first decision to either extend or reenlist is made, the individual has virtually made a career decision at that point in time.

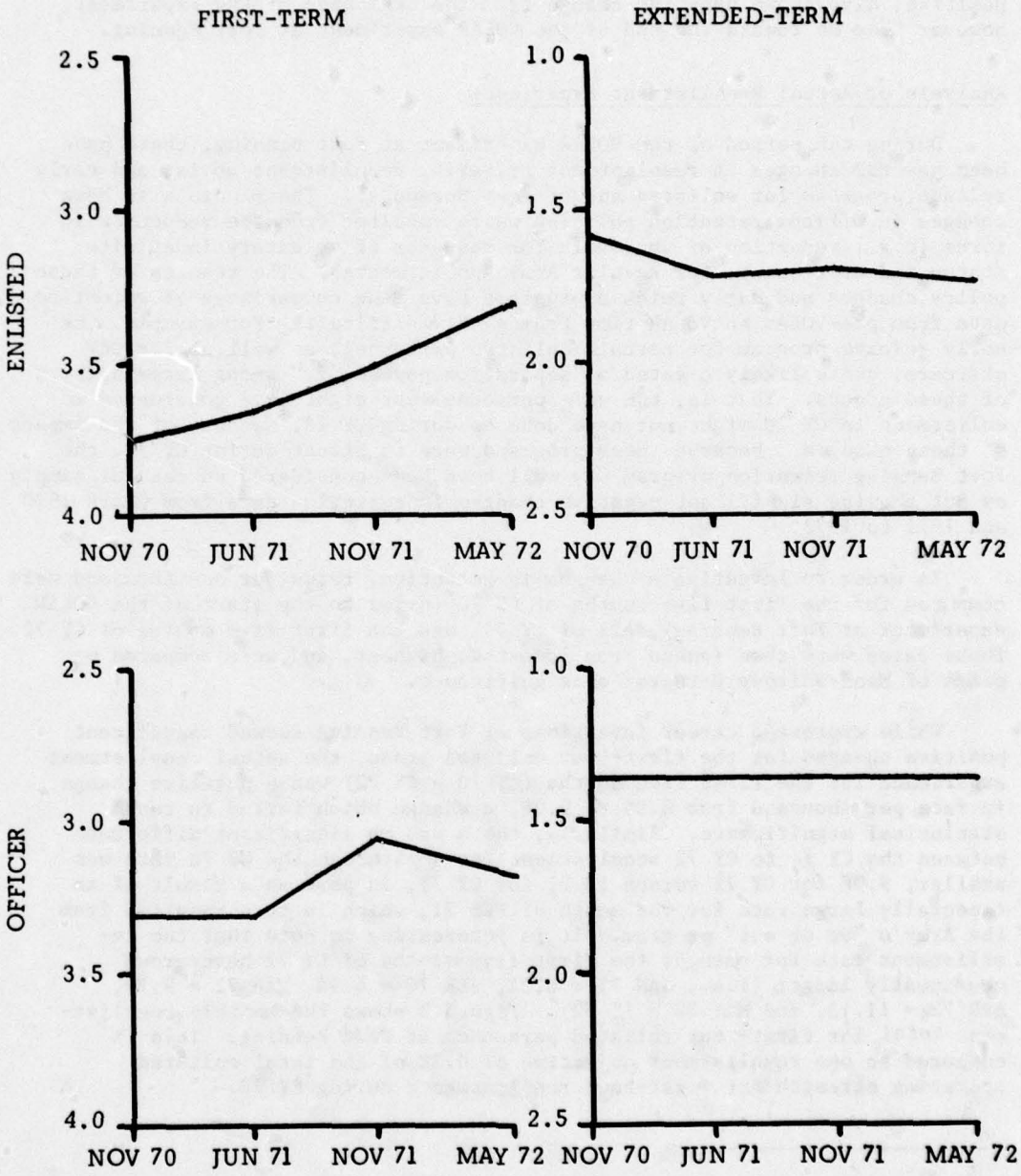
The second major conclusion to be drawn from Table 2 concerns the impact of VOLAR actions at Fort Benning on career intentions. Figure 1 shows the means of Table 2 in graphic form, which allows ready comparison of the various officer and enlisted groups over the four times of data collection. As was noted earlier, the analyses of variance showed a significant change in career intentions from NOV 70 to MAY 72 for first-tour personnel only. It was also noted that subsequent t-tests for each group showed significant positive changes in expressed career intentions for first-tour soldiers and a non-significant positive change in expressed career intentions for first-tour officers which would have certainly been statistically significant had there been fewer ADT personnel in the sample. Extended-tour officers showed no change over the time of the VOLAR experiment while extended-tour enlisted groups showed significant negative changes in expressed career intentions from NOV 70 to MAY 72.

The results for extended-tour personnel are not particularly surprising when it is considered that the majority of VOLAR actions at Fort Benning are designed to impact much more directly on first-tour enlisted personnel and much less directly on extended-tour personnel. It is also important to note that the percentage of extended-tour enlisted personnel who expressed the intention of leaving the Army at the end of their present tour was increased by 2.2% during the first six months of the experiment, 1.3% during the second six months, and only 0.3% during the final six months of the VOLAR experiment at Fort Benning (see Table 2). This shows that while there has been a negative trend in the expressed career intentions of the extended-tour enlisted groups, this trend has slowed down markedly and might well reverse itself in the next six months at Fort Benning; perhaps with the realization that VOLAR means much more to all soldiers than just civilianized K.P.

The second major conclusion, then, is that the VOLAR actions taken at Fort Benning and within the Department of the Army (possibly in conjunction with unidentified changes in the environments of the personnel surveyed) have had a significantly positive impact on the expressed career intentions of the first-tour soldiers and a positive, though not significant within the current total sample, impact on the career intentions of first-tour officers. The expressed career intentions of extended-tour officers have remained remarkedly stable and exceedingly positive over the duration of the experiment. The

Figure 1

MEAN EXPRESSED CAREER INTENTIONS



Which of the following best describes your Army career intentions?

1. I will remain in the Army until retirement.
2. I will remain in the Army a while longer, but have not decided yet about staying for retirement.
3. I am undecided about my Army career intentions.
4. I will leave the Army upon completion of current obligation.

expressed career intentions of extended-tour soldiers, while remaining very positive, have shown negative change from the beginning of the experiment, however less so toward the end of the VOLAR experiment at Fort Benning.

Analysis of Actual Reenlistment Experience

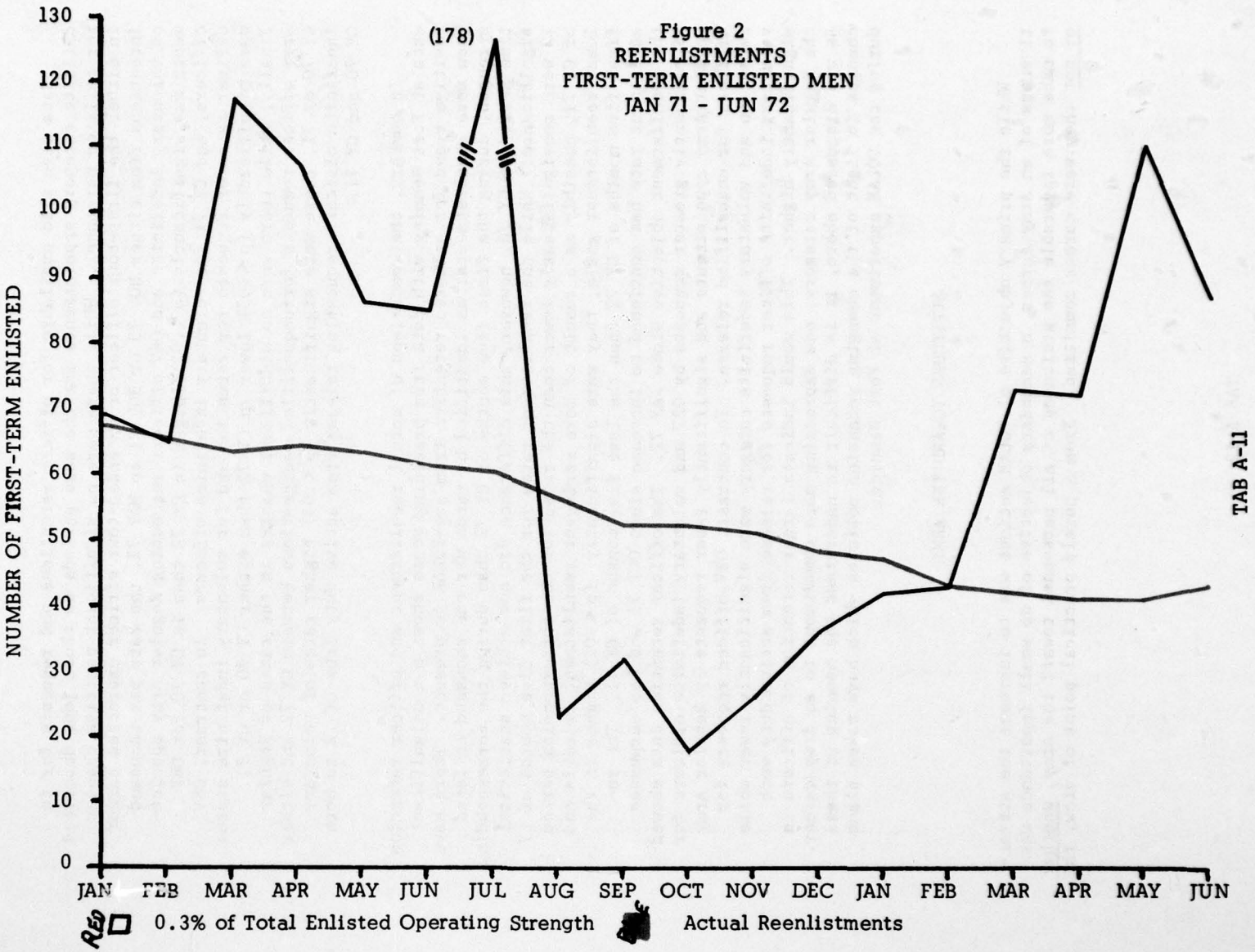
During the period of the VOLAR experiment at Fort Benning, there have been several changes in reenlistment criteria, reenlistment goals, and early release programs for enlisted and officer personnel. There have also been changes in officer retention policies which resulted from the reduction in force (e.g., reduction of approvals for requests of voluntary indefinite status and of requests for Regular Army appointments). The results of these policy changes and early release programs have made comparisons of retention data from pre-VOLAR to VOLAR time frames very difficult. For example, the early release program for certain enlisted personnel, as well as for OBV officers, quite likely created a "separation psychology" among large numbers of these groups. That is, the same personnel who might have considered reenlistment in CY 70 might not have done so during CY 72, because of the impact of these changes. Because these programs were in effect during CY 72, the Fort Benning retention program may well have been considered successful simply by not showing significant negative changes in retention data from years 1970 and 1971 to 1972.

In order to investigate changes in retention, rates per one thousand were computed for the first five months of CY 70 (prior to the start of the VOLAR experiment at Fort Benning), all of CY 71, and the first five months of CY 72. These rates were then ranked from lowest to highest, and were compared by means of Mann-Whitney U-tests[3] of significance.

While expressed career intentions at Fort Benning showed significant positive changes for the first-tour enlisted group, the actual reenlistment experience for the first five months (CY 70 - CY 72) was a positive change in rate per thousand from 8.86 to 9.08, a change which failed to reach statistical significance. Similarly, there was no significant difference between the CY 71 to CY 72 reenlistment rates although the CY 72 rate was smaller, 9.08 for CY 72 versus 13.21 for CY 71, in part as a result of an especially large rate for the month of FEB 71, which in turn resulted from the Army's "up or out" program. It is interesting to note that the reenlistment rate for each of the first five months of CY 72 have grown continually larger (i.e., JAN 72 = 6.04, FEB 72 = 6.94, MAR 72 = 9.79, APR 72 = 11.13, and MAY 72 = 12.52). Figure 2 shows the monthly reenlistment total for first-tour enlisted personnel at Fort Benning. This is compared to one reenlistment objective of 0.3% of the total enlisted operating strength for first-tour reenlistments during CY 72.

---

[3]Mann-Whitney U-tests are used to test whether ranked data from two groups are significantly different on only one variable at a time.


Figure 2
REENLISTMENTS
FIRST-TERM ENLISTED MEN
JAN 71 - JUN 72
(178)
NUMBER OF FIRST-TERM ENLISTED
130
120
110
100
90
80
70
60
50
40
30
20
10
0
JAN FEB MAR APR MAY JUN JUL AUG SEP OCT NOV DEC JAN FEB MAR APR MAY JUN
0.3% of Total Enlisted Operating Strength
Actual Reenlistments
TAB A-11

Data were also available for officer retentions and requests for indefinite category appointments for the same periods as those just described for enlisted personnel. While there were no significant positive changes in either the first-tour officer or extended-tour officer expressed career intentions from either NOV 70 or NOV 71 to MAY 72, the rate per thousand of voluntary indefinite and OBV officers requesting Regular Army appointments was significantly ($p < .02$) larger in CY 72 than in CY 70 for OBV officers, and CY 71 for voluntary indefinite officers. In contrast, OBV officer rates of requests for retention and for voluntary indefinite status were significantly ($p < .05$) lower in CY 72 than either CY 70 or CY 71. Finally, while there were no significant changes in the rates of Regular Army officer requests for unqualified resignations between CY 72 and either CY 70 or 71, there were significantly ($p < .05$) higher rates of voluntary indefinite officers requesting release from active duty from CY 72 to both CY 70 and CY 71.

In summary, the comparison of actual reenlistment and officer retention data at Fort Benning with data from preceding years shows a nonsignificant positive trend for enlisted retention from pre-VOLAR to present. There have been more reenlistments, as identified by rates per one thousand enlisted strength, during the first five months of CY 72 than during the corresponding time period of CY 70, however, this difference did not achieve statistical significance. While the reenlistment rates for the first five months of CY 72 were nonsignificantly lower than the rates for the corresponding period of CY 71, possibly as a result of more stringent reenlistment criteria and lower reenlistment goals, they were significantly ($p < .02$) higher in the first five months of CY 72 than the last five months of CY 71. The reenlistment rate has continued to increase since OCT 71 and has surpassed the reenlistment objective since JAN 72. The officer retention data showed significantly greater requests by OBV and voluntary indefinite officers for Regular Army appointments and significantly fewer requests by Regular Army officers for unqualified release. In contrast, OBV officer requests for retention and voluntary indefinite category were significantly lower while voluntary indefinite officer requests for release from active duty were significantly higher. This would indicate larger retention of officers in the Regular Army category, one expressing more commitment to an Army career. As was discussed above, it is difficult to understand the meaning of these changes in light of the changing retention policies which have taken place during the VOLAR experiment at Fort Benning.

ATTITUDES TOWARD THE ARMY

While the primary objective of VOLAR actions was to increase the attractiveness of an Army career, a secondary objective of no small importance was to make more favorable the attitudes of all personnel toward the Army, whether or not they were career committed. From a purely practical point of view, the

word-of-mouth advertising provided by personnel who have separated is a crucial element in attracting young men to give initial consideration to the Army, and to make their initial volunteer enlistment. Therefore, it is essential that this word-of-mouth advertising be as favorable as possible, excepting only that discipline and mission capability should not be sacrificed to obtain it.

The VOLAR evaluation questionnaire in NOV 70 and in JUN 71 contained 70 items designed to measure attitudes toward the Army. These items were answered by all persons participating in both the baseline and follow-up surveys. In order to obtain more clear-cut interpretations of what these 70 items all might mean, the JUN 71 data from this section of the survey were subjected to a factor analysis[4]. The results of the JUN 71 factor analysis for first-tour officers and first-tour enlisted men, the two primary target groups of most concern, are shown in Table 3. As the factor loadings show, the factor content was remarkably similar for the two target groups, the meaning of the factors was clear-cut for each, and yielded evidence that the individuals responding during the surveys were concerned with four broad attitude areas:

I--The extent to which one can feel pride and intrinsic value from Army service.

II--The extent to which one feels that the Army's demands are inequitable.

III--The security to be gained from membership in the Army.

IV--The extent to which Army leaders are viewed as capable, understanding, and responsive to the needs and problems of their men.

The items of this section of the survey which did not load on any factor were deleted from the AUG and subsequent versions of the survey form. In order to verify the original factors in the new version, factor analyses were performed on the remaining 32 items following the AUG and NOV 71 surveys. The results of these analyses showed the factor structure for each factor to be essentially the same as before. It was decided, therefore, to retain the original JUN 71 factor structure to facilitate comparisons between first administrations of the survey (NOV 70 and JUN 71) and subsequent administrations.

---

[4]A factor analysis is a statistical technique which reduces the total number of items in a set of items to a more manageable set of variables which may then be more easily interpreted.

TABLE 3

Items Defining Factors -- Attitudes Toward Army

Loading		Item Number and Current Center Heading	
Officer	Enlisted		FACTOR I -- Ego Involvement with Army and Its Missions
.71	.62	7.	Doing a good job in the Army gives me a feeling of satisfaction.
.70	.55	14.	Army service gives me a sense of achievement.
.70	.60	15.	I consider it an honor to be a soldier in the U.S. Army.
.69	.52	17.	Army service gives me a sense of contributing to society.
.67	.54	3.	Army service gives me a sense of responsibility.
.67	.48	6.	Army service gives me a sense of authority.
.66	.51	11.	Army service gives me a sense of challenge.
.64	.58	1.	By being in the Army, I am performing an important service to my country.
.64	.59	31.	Defending the United States is an important duty to me.
.63	.49	2.	The Army is essential for the defense of our country.
-.58	-.63	4.	I don't care how well I do in the Army.
.55	.52	9.	The discipline you get in the Army is good for you.
-.	-.66	32.	The reputation of the Army is not very important to me.
.54	.45	30.	I feel that being in the Army has improved my character.
-.53	-.36	12.	If I had a choice, I would rather serve my country in some other way than being in the Army.
-.51	-.69	23.	The performance of my unit is not very important to me.
			FACTOR II -- Rejection of Army Way (As Inequitable)
.54	.41	24.	The Army has the wrong idea about what a fair day's work should be.
.51	.37	26.	I will not get the jobs for which I have been trained.
.50	---	32.	It is very hard on young children to have a father in the Army.
.50	.49	18.	There is too much unnecessary harassment in the Army.

TABLE 3 (Cont'd)
Items Defining Factors -- Attitudes Toward Army

Loading		Item Number and Current Center Heading
Officer	Enlisted	
		FACTOR III -- Security Needs
.70	.69	29. Army service gives me a sense of security.
.46	.65	30. Army service gives me a feeling of freedom from anxiety.
.42	.62	8. Army service gives me a sense of independence.
.37	.62	14. Army service gives me a sense of achievement.
.65	.62	25. Army service satisfies my needs for a feeling of financial security.
.56	.61	22. Army service gives me a feeling of personal privacy.
.36	.59	11. Army service gives me a sense of challenge.
.41	.59	17. Army service gives me a sense of contributing to society.
.64	.52	27. I feel that I am better off economically in the Army than in civilian life.
---	.50	6. Army service gives me a sense of authority.
.68	---	28. I like the security and certainty of Army life.
		FACTOR IV -- Leadership
.57	.56	10. Army officers are generally understanding of the needs and problems of their men.
.64	.54	16. Most of the NCOs in the Army are well qualified for their jobs.
.60	.52	5. Most Army officers are well qualified for their jobs.
.38	.52	19. Regardless of their ranks or jobs in the Army, men are treated with proper respect.
.64	.49	13. Army NCOs are generally understanding of the needs and problems of their men.

The first factor consisted of statements concerning the individual's acceptance of the importance of the Army and Army missions, and reflected his belief that his Army service is worthwhile. An inference from this factor is that an individual who scores high on these items (and low on the negative items of this factor) feels that his service is intrinsically valuable, i.e., worthwhile in itself. It would be suspected that a moderately high score on this factor would be necessary for a high level of motivation--though not necessarily satisfaction--in the Service.

Factor II identifies attitudes that are negative toward the Army. While the small number of items makes this factor somewhat difficult to describe, it is inferred that the factor is concerned with feelings of inequity, that the rewards of Army service do not justify the demands made on the individual by the Army. Item 32 is suggestive that an individual scoring high on this factor might feel that the Army expects too many sacrifices from its members.

Factor III is clearly associated with security needs and the extent to which the individual feels that the Army satisfies these needs. This is a factor that has been found in other studies of service career motivation. However, it is quite interesting to note in the present analysis that the factor emerges with virtually the same strength for both commissioned and noncommissioned respondees.

Factor IV is equally clear-cut. It is concerned with the feelings of the individuals in the survey about the competence of Army leaders, their understanding of the needs and problems of their men and their responsiveness to these needs. This factor also emerged with nearly equal strength with both commissioned and noncommissioned respondents.

In order to find whether these broad attitude areas were related to career intentions, a factor composite score was computed from the items listed for each factor, for each person surveyed. In the computation of these factor composite scores, individual responses to those items with negative loadings were subtracted while those with positive loadings were added to produce the score for each person. On the "Inequity" factor all of the items showed negative loadings. It was necessary, therefore, to sum these items and consider them inversely to the other scores. Finally, the correlations[5] between the factor composite scores and the career intentions item were computed for the first-tour groups.

---

[5]A correlation is a measure of relationship, which may range from +1.00 through zero to -1.00. A correlation of zero indicates no relationship, i.e., a person could have a high score on one measure and a low score on a second measure, while another person in the same sample had high scores on both. A correlation of +1.00 would indicate a very strong (perfect) relationship, i.e., everyone who has high scores on one measure will also have high scores on the second measure. The strength of a correlation is determined by its absolute size, disregarding sign.

The correlation between the composite scores and career intentions are shown in Table 4, together with the correlations of the composites with one another. For both of the primary target groups (first-tour officers and first-tour enlisted men), Security was one of the two most strongly correlated with career intentions. That is, the greater the feeling of security

Table 4
Correlations Among Factors and Between Factors and Career Intentions

First-Tour	Involvement		Inequity		Security		Leadership	
	OFF	EM	OFF	EM	OFF	EM	OFF	EM
Career Intentions	.57	.52	-.36	-.17	.58	.54	.27	.37
Involvement			-.40	-.32	.85	.88	.61	.64
Inequity					-.48	-.30	-.50	-.30
Security							.62	.66

(both psychological and material) conferred by Army service, the more likely the individual was to indicate a decision to make the Army a career. The satisfaction of security needs, therefore, is a key element in determining career intentions among the individuals included in the VOLAR surveys. The other strong set of correlations was with involvement. That is, the greater the feeling of pride the individual had as a consequence of his work and membership in the Army, the more likely he was to indicate a decision to make the Army a career. Inequity and Leadership produced lower correlations (Inequity being the stronger of the two for officers and Leadership being the stronger for enlisted men). The individual who felt that the Army makes inequitable demands was less likely to elect the Army as a career, and, conversely, the individual who felt that Army leaders were capable and understanding was more likely to do so.

These findings are essentially the same as those obtained in the analysis of data for the two earlier reporting periods. These results suggest that there are three basic needs that are being served well among those who elect an Army career, and are in the order indicated: a need for security (both psychological and material), a need for pride in one's work, and a need for confidence in one's leadership. In addition, the individual must not feel that the hardships of Army service outweigh the advantages or the rewards.

Analysis of the Impact of VOLAR on Attitudes Toward the Army

In order to determine whether attitudes concerning these four needs changed over the period of the VOLAR experiment, the factor composite scores were subjected to t-tests for each of the individual groups over the following time periods: NOV 70 vs. MAY 72 and NOV 71 vs. MAY 72. Group means for these three time periods as well as the direction and significance of any change are shown in Table 5. The group means are also illustrated in the

TABLE 5

Mean Factor Composite Scores

	NOV 70	NOV 71	MAY 72	NOV 70-MAY 72 CHANGE	Level of Significance	NOV 71-MAY 72 CHANGE	Level of Significance
FIRST-TOUR ENLISTED							
Involvement	2.19	2.27	2.46	Positive	.000	Positive	.004
Inequity	4.36*	3.78	3.73	Positive	.000	Positive	NS
Security	2.74	2.95	3.28	Positive	.000	Positive	.000
Leadership	3.23	3.41	3.45	Positive	.000	Positive	NS
EXTENDED-TOUR ENLISTED							
Involvement	3.47	3.29	3.31	Negative	.001	Positive	NS
Inequity	3.69*	3.10	3.24	Positive	.000	Negative	NS
Security	4.41	4.34	4.40	Negative	NS	Positive	NS
Leadership	3.97	3.98	3.93	Negative	NS	Negative	NS
FIRST-TOUR OFFICER							
Involvement	2.84	2.96	2.75	Negative	NS	Negative	NS
Inequity	3.89*	3.68	3.78	Positive	NS	Negative	NS
Security	3.25	3.57	3.48	Positive	NS	Negative	NS
Leadership	3.75	3.94	3.83	Positive	NS	Negative	NS
EXTENDED-TOUR OFFICER							
Involvement	3.81	3.71	3.70	Negative	.008	Negative	NS
Inequity	3.16*	3.10	3.12	Positive	NS	Negative	NS
Security	4.63	4.55	4.54	Negative	NS	Negative	NS
Leadership	4.40	4.38	4.33	Negative	NS	Negative	NS

*NOTE: The factor composite scores for Inequity have negative loadings, therefore, a positive change is viewed as one which decreases over time.

two following figures. For clarity in reporting, the changes in the factor composite scores will be reported for NOV 70 through MAY 72 first, followed by the data from NOV 71 through MAY 72.

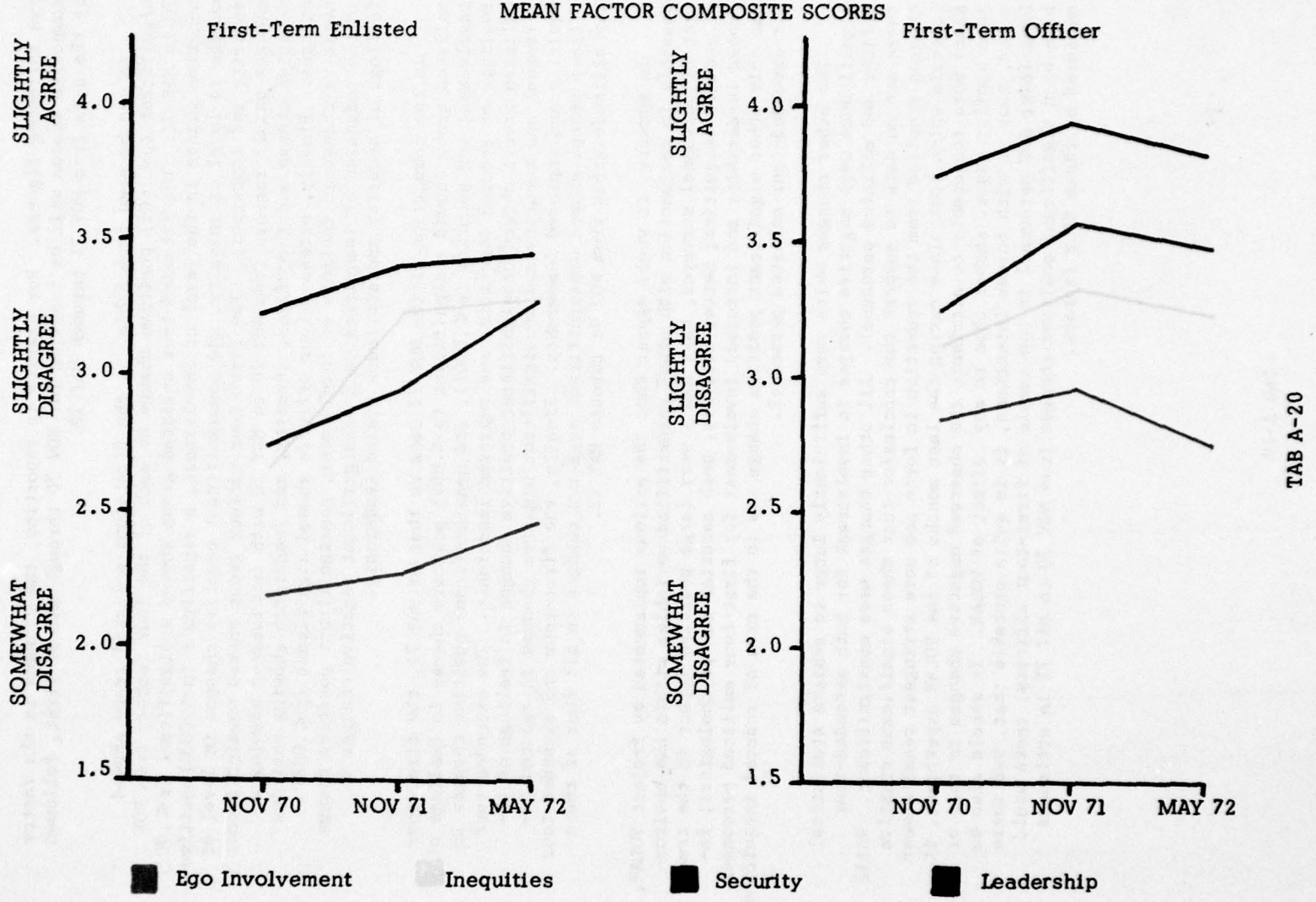
As can be seen from Table 5, the first-tour enlisted group showed significant ($p < .001$) positive change on each of the four factors from NOV 70 to MAY 72. The extended-tour enlisted group showed a significant ($p < .001$) negative change in the level of involvement, a significant ($p < .0001$) positive change in level of inequity, and nonsignificant negative changes in level of security and leadership. The first-tour officer group showed nonsignificant changes on all factors from NOV 70 to MAY 72 with involvement showing a negative change and inequities, security, and leadership showing positive changes. Finally, extended-tour officers showed significant ($p < .008$) negative change in feelings of involvement, nonsignificant positive change in the reduction of inequities, and nonsignificant negative changes in feelings of security and attitudes toward leadership.

In the comparison of the NOV 71 data to that of MAY 72, the first-tour enlisted group showed a significant ($p < .004$) positive change in feelings of involvement and security ($p < .0001$), and nonsignificant positive changes in feelings of reduced inequities and improved leadership. The extended-tour enlisted groups showed nonsignificant positive changes in feelings of involvement and security and nonsignificant negative changes in reduced inequities and improved leadership. Finally, the first-tour and extended-tour officer groups showed nonsignificant negative changes in all four of these key attitude areas from NOV 71 through MAY 72.

In summary, it would appear that the actions implemented by Project VOLAR, possibly in conjunction with other unidentified variables within the environment of personnel surveyed, have had a very large positive impact in the areas of reduced inequities; better security, both material and psychological; improved leadership; and increased involvement for first-tour enlisted personnel. The only other significant positive change was in the area of reduced inequities for extended-tour enlisted personnel.

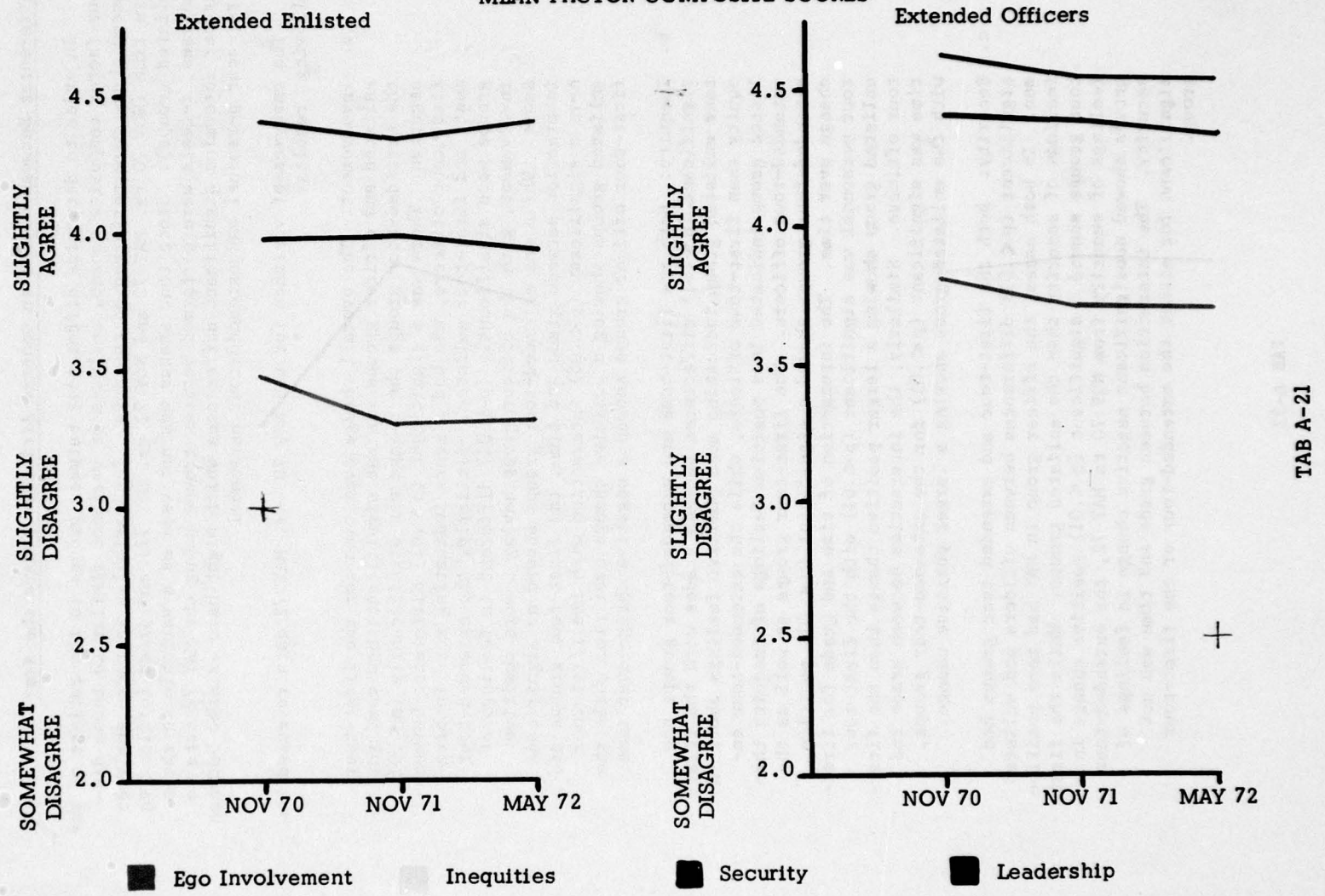
The other changes which were sufficiently large to achieve statistical significance were negative changes in involvement for both extended-tour officer and enlisted personnel. All other changes were nonsignificant. While there are no data to support the conclusion that these significant negative changes resulted from the reduction in force and more stringent reenlistment criteria which took place during the last months of the VOLAR experiment, it seems more reasonable to attribute the observed negative changes to this or some similar cause, rather than to any effect of VOLAR. It should also be noted, that as with career intentions, it is quite probable that, had there been fewer ADT personnel in the sample of first-tour officers, there would have been significant positive changes from NOV 70 to MAY 72 in attitudes measured by these four factors.

Figure 3
MEAN FACTOR COMPOSITE SCORES



TAB A-20

Figure 4
MEAN FACTOR COMPOSITE SCORES



TAB A-21

Differences Between Groups in General Attitudes Toward the Army

In order to determine differences between groups in the ratings of the four factor composite scores, analyses of variance similar to those discussed above were performed on the data. The variables in these analyses were time (NOV 70 vs. MAY 72 and NOV 71 vs. MAY 72) and grade (officer vs. enlisted groups). Since tour status was not used as a variable in these analyses, t-tests were performed between groups using the MAY 72 data to further determine significant differences which might have existed between first-tour personnel and extended-tour personnel.

The analyses of variance for the NOV 70 vs. MAY 72 data revealed the following results:

a. Involvement: The overall change over time for the first-tour enlisted and officer groups was not significant; however, for the extended-tour groups the change was significantly ($p < .01$) negative. There was a significant ($p < .01$) difference between first-tour officers, who had a score indicating more involvement, and first-tour enlisted. Similarly, the extended-tour groups were significantly ($p < .01$) different in feelings of involvement, with the officer group having a more positive score. While the extended-tour groups showed no significant interaction between grade and time, the first-tour groups did have a significant ($p < .05$) interaction with the first-tour enlisted groups showing a positive change over time while the first-tour officer groups showed a negative change over time.

b. Inequity: Both the first-tour and extended-tour groups had significant ($p < .01$) differences between grades with the first-tour enlisted group indicating more positive feelings about inequity than first-tour officers, while the extended-tour enlisted group indicated less positive feelings of inequity than extended-tour officers. The first-tour groups as well as the extended-tour groups showed a significant ($p < .01$) positive change over time. The interaction of time and grade for first-tour personnel was significant ($p < .01$) with the first-tour enlisted group showing a larger positive change than the first-tour officers. Similarly, the interaction between grade and time was significant ($p < .01$) for the extended-tour groups, with the enlisted group showing a larger positive change.

c. Security: Both the first-tour and extended-tour groups had significant ($p < .01$) differences between officers and enlisted men. In both cases, the officer group in MAY had more positive feelings of security than the enlisted groups. While the first-tour groups showed a significant ($p < .01$) positive change in feelings of security from NOV 70 to MAY 72, the extended-tour groups showed nonsignificant negative change in feelings of security. The interaction between grade and time was not significant for either the extended-tour or the first-tour group.

d. Leadership: Again, there were significant ($p < .01$) differences between officers and enlisted attitudes toward leadership, for both the first-tour and extended-tour groups. In both groups, the officers had more positive attitudes toward leadership than did enlisted personnel. While the extended-tour groups showed a nonsignificant change in attitudes toward leadership, the first-tour groups showed a significant ($p < .05$) positive change in attitudes toward leadership from NOV 70 to MAY 72. The interaction between grade and time was nonsignificant for both the first-tour and extended-tour groups.

In summary, the analyses of variance for the NOV 70 vs. MAY 72 data showed that when tour status was held constant, officers had more positive feelings of involvement than enlisted men; however, the change over time was more positive for first-tour enlisted groups than for first-tour officer groups. In the area of attitudes toward inequities of Army service, first-tour soldiers had significantly more positive change over time and significantly more positive attitudes than the first-tour officers. Similarly, the extended-tour enlisted groups showed a significantly more positive change over time than the extended-tour officer groups; however, the extended-tour officers had significantly more positive attitudes than the extended-tour enlisted personnel. Both the first-tour and extended-tour officer groups had more positive feelings of security than their enlisted counterparts. Finally, the first-tour and extended-tour officer groups had more positive attitudes toward the leadership provided by the Army than their enlisted group counterpart.

Of primary interest in the analysis of variance comparison from NOV 71 to MAY 72 are the interaction effects between grade and time because these show differences in individual group rates of change. In the area of feelings of involvement with the Army and its missions, the interaction was nonsignificant for extended-tour groups and was significant ($p < .05$) for first-tour groups with the first-tour enlisted groups showing a positive change over time while the first-tour officer groups showed a negative change from NOV 71 to MAY 72. There were no significant time and grade interactions for either the first-tour or extended-tour groups in attitudes toward inequities of Army service. The first-tour enlisted group showed a positive change in feelings of security and the first-tour officer group a negative change; the combination resulted in a significant ($p < .05$) grade by time interaction. Finally, the time and grade interactions were not significant for either of the tour groups in attitudes toward Army leadership.

In an effort to further identify significant differences which may exist between groups and which were not investigated by the analyses of variance, t-tests were performed on the MAY 72 data for all other possible group combinations. These analyses yielded the following results:

a. First-tour enlisted: The first-tour enlisted group showed significantly ($p < .01$) less positive attitudes than either the extended-tour officer or enlisted groups on all four attitude areas defined by the factor composite scores.

b. First-tour officers: The first-tour officer group had significantly (p .01) less positive attitudes than either the extended-tour officer or enlisted groups on all of the attitude areas with the single exception of the extended-tour enlisted group which had a nonsignificantly more positive attitude toward Army leadership than the first-tour officer group.

In a final comparison of differences in group attitudes, the first-tour officer and first-tour enlisted data from the MAY 72 survey were partitioned separately according to expressed career intentions. Those indicating a decision to remain in the Army for a career or a while longer and those undecided about their Army career intentions made one group and were compared to those who expressed the intention of leaving the Army at the end of their present tour. The group means which resulted from this partition of the sample are shown in Table 6.

Table 6

First-Tour Group	Involvement Score	p	Inequity Score	p	Security Score	p	Leadership Score	p
Enlisted								
Stay	3.03		3.55		3.95		3.92	
Leave	1.93	.0001	3.91	.001	2.65	.0001	3.03	.0001
Officer								
Stay	3.34		3.57		4.22		4.08	
Leave	2.21	.0001	3.96	.06	2.82	.0001	3.60	.008

*NOTE: A smaller score is desirable on this factor.

From this table, it can be seen that there were highly significant positive differences in attitudes toward each of the need areas between those who expressed positive career intentions and those who expressed the intention of leaving the Army at the end of their present tour. These data strongly reinforce the conclusion that there is a relationship between positive attitudes toward these four areas and positive career decisions.

In summary, the analysis of the differences in attitudes toward the Army held by these groups lead to some very interesting findings. First, attitudes toward the four areas are different, suggesting that these various need areas are not equally satisfied among military personnel at all ranks. Attitudes toward leadership were highest for both the first-tour officer and enlisted groups while attitudes toward security were highest for both the extended-tour officer and enlisted groups. For all four groups, attitudes toward involvement and inequities are least favorable. However, attitudes toward inequities showed the greatest change for the first-tour enlisted personnel. This is reasonable in light of the fact that the majority of VOLAR actions were directed primarily at first-tour personnel and were designed to reduce inequities. Finally, it would appear that further measures are necessary in the area of involvement.

Another interesting finding is that while attitudes about security were rated relatively low for first-tour enlisted men in the NOV 70 survey, they have now moved to a position of being more comparable with the first-tour officers. This change is probably due to the pay increase which so dramatically effected this group in NOV 71. It should be noted, however, that of the four ratings of security, the first-tour enlisted group still feel the least secure. At the same time, the extended-tour officers feel the most secure. This probably results from two different underlying variables, considering the items that made up the general area of security. The first is economic security, which has recently been addressed by Congress. The second is freedom for self-determination and for the protection of one's self-interests. In both cases, the extended-tour officer is in a considerably more favorable position than is the first-tour enlisted man.

It is also interesting to note that there is a strong relationship between the relative ranking of each of the four groups on both expressed career intentions and general attitudes toward the Army as expressed by the four factor composite scores. The first-tour enlisted group had the lowest expressed career intentions and were significantly lower than every other group, with the exception of first-tour officers in the area of attitudes toward inequities, in their attitudes toward each of the four attitude areas. Similarly, the first-tour officers had lower attitude ratings than either the extended-tour officers or enlisted men and also had lower expressed career intentions than either of these two groups. Finally, the extended-tour enlisted group had significantly lower ratings on each of the four attitude areas than the extended-tour officers and also had lower expressed career intentions.

In conclusion, it appears that the VOLAR actions taken at Fort Benning and within the Department of the Army (and possibly in conjunction with some set of unidentified variables within the total environment of the personnel surveyed) have had a massively positive impact on the attitudes of first-tour enlisted men, the primary target group of VOLAR actions at Fort Benning, and the group whose attitudes were most in need of improvement. The first-tour officer group has shown fewer and less positive changes than the first-tour enlisted group over the period of the VOLAR experiment. Both the extended-tour officer and enlisted groups have shown a negative attitude change over the period of the experiment, though their attitudes are still very positive. It appears that VOLAR actions have had a positive impact on first-tour enlisted and, to a lesser extent, on first-tour officer attitudes toward the Army. It is very possible that a combination of events such as VOLAR being directed to impact most directly on first-tour personnel, the more stringent reenlistment criteria, and reduction in force have, to some extent, temporarily alienated extended-tour personnel in their attitudes toward the Army.

ATTITUDES TOWARD SPECIFIC VOLAR ACTIONS

In order to assess the attitudes of post personnel toward the specific VOLAR actions implemented at Fort Benning, both funded and nonfunded, a section of the survey contained questions whose purpose was to deal with individual actions on an item by item basis. As was mentioned in the introduction, changes were made to the initial survey instrument at the end of FY 71 in order to delete items covering actions which were either not implemented during FY 71 or which were not continued into FY 72. Also, those actions which were not addressed in the original survey or which were started in FY 72 were added to the revised survey. The current survey therefore contained sixty-four items dealing with actions which were carried over from FY 71 and about which data were collected at six different times: NOV 70, JUN 71, AUG 71, NOV 71, FEB 72, and MAY 72. It also contains forty-two items which were added after JUN 71, on which data were collected four times: AUG 71, NOV 71, FEB 72, and MAY 72. In order to simplify the presentation of results, the original sixty-four VOLAR actions will be discussed first. Summary statistics showing group mean change over time for each item are presented at Appendix A to TAB A.

In order to assess the overall statistical significance of the combined attitude change for all groups (i.e., first-tour officer groups vs. first-tour enlisted groups and extended-tour officer groups vs. extended-tour enlisted groups) from NOV 70 to MAY 72, the data for each item were analyzed by two-way analyses of variance, similar to those discussed above. The variables used in these analyses were time (NOV 70 vs. MAY 72) and grade (enlisted vs. officer). Table 7 shows the level of F (statistical significance) for the time main effect on an item by item basis. The time main effect is a measure of the extent to which average responses to the items were different at the two different survey times. A statistically significant main effect indicates a significant change in average responses.

As can be seen, the first-tour groups did not show significant[6] change on the following six items:

6. The use of a leadership style by my commanders/NCO's which respects the dignity of every person and avoids what might be called "angry leadership".

7. My commander's explanations of the "reason why" certain tasks should be done in a particular way.

14. My commander's "open door" policy.

17. My commander's attitude towards individuals who visit the IG.

---

[6]To achieve statistical significance at the $p < .05$ level, the size of the F must be equal to or greater than 3.84, with df=1, infinite.

TABLE 7

Time Main Effect For Each Item

First-Tour Personnel Nov 70-May 72 Time F	Extended-Tour Personnel Nov 70-May 72 Time F	Item Number and Content	
6.93	1.39	1	The establishment of realistic suspense dates.
16.79	5.60	2	The number of times I have received Saturday, Sunday, or holiday duty assignments.
9.66	7.90	3	The awards and decorations program.
14.76	9.79	4	The soliciting procedures for fund drives, savings bond campaigns, etc.
36.34	35.88	5	The reactions to complaints and recommendations of young soldiers.
1.35	0.56	6	The use of a leadership style by my commanders/NCO's which respects the dignity of every person and avoids what might be called "angry leadership".
2.75	0.44	7	My commander's explanations of the "reason why" certain tasks should be done in a particular way.
29.18	21.69	8	Soliciting procedures for the suggestion awards program.
8.72	17.11	9	The opportunity for post athletic teams to play against local amateur civilian teams.
26.14	64.97	10	The reduction of "hurry up and wait".
36.18	68.10	11	The elimination of formations which deprive soldiers of personal time or indicate a lack of trust.
53.35	36.80	12	The policies regarding bec check.
75.55	38.66	13	The policies and procedures regarding sign-in and sign-out.
0.06	1.97	14	My commander's "open door" policy.
94.48	6.44	15	The policy concerning beer in barracks.
63.52	113.30	16	The policies and procedures regarding personal furniture and decoration of individual areas in barracks.
1.77	0.10	17	My commander's attitude towards individuals who visit the IG.
39.42	115.05	18	The expense involved in sewing required patches, badges, etc., on the fatigue uniform.
3.63	24.43	19	The policies regarding the wear of shirt without blouse in the administrative area of all buildings.
144.81	1.07	20	The policies and regulations affecting OBV-2 officers in regard to the purchase of the Army blue uniform and the wear of this uniform at social functions.
37.77	7.89	21	The opportunities for students to represent their classes on planning groups and academic review boards.
60.17	30.21	22	Information about post and community activities, services, and items of immediate interest.
6.98	2.21	23	The type of dress required for personnel who work on Saturday.
11.61	17.93	24	The information provided newly commissioned officers on customs of the service and standards of dress.
38.80	19.85	25	The opportunities for discussion of unit activities with commanders in small, informal groups.
328.02	151.86	26	The policies on travel distance during off-duty time.
54.12	42.53	27	The requirement for possessing the Armed Forces Liberty Pass during off-duty hours.
30.83	15.88	28	The policies regarding payday.
112.03	64.54	29	Compensatory time off during the week for personnel required to perform weekend details.
61.31	40.59	30	Career counseling provided junior leaders.
36.12	12.02	31	Assistance offered for drug problems.

TABLE 7 (cont'd)

First-Tour Personnel Nov 70-May 72 Time F	Extended-Tour Personnel Nov 70-May 72 Time F	Item Number and Content	
73.90	84.04	32	The opportunity to take care of personnel actions during lunch period.
22.96	28.26	33	The policies regarding refreshments in the service club.
172.96	128.67	34	The opportunity to eat breakfast in the unit mess hall after sleeping late on weekends and holidays.
69.20	41.60	35	The variety of food offered in the unit mess hall.
40.64	88.09	36	The attitude and service provided by civilian personnel who staff PX facilities (i.e., snack bars, etc.).
5.10	12.80	37	The services offered by the Legal Assistance Office.
98.32	194.37	38	The processing of patients at hospital waiting rooms.
158.62	129.77	39	Information about MAC flights.
38.25	123.76	40	The availability of guest house facilities for guests of servicemen.
70.24	170.68	41	Inprocessing procedures.
56.68	114.80	42	Outprocessing procedures.
76.28	12.76	43	The availability of "open time" during training to take care of personal affairs.
37.23	32.44	44	The reporting time for support troops and information about the nature of the training they are supporting.
16.18	11.42	45	Instruction by small group, practical work, hands-on training, and accessible assistant instructors.
0.71	0.01	46	Instructors' language.
62.11	37.99	47	Opportunities to exchange knowledge, opinions, and expectations with personnel of different grades and backgrounds.
133.77	85.11	48	Information provided personnel prior to their arrival.
45.55	53.04	49	The assistance provided new officers in learning how to work with NCOs.
132.29	170.60	50	The welcome and orientation provided upon arrival at the Welcome Center.
175.14	222.20	51	Frequency with which military personnel are required to perform kitchen police.
118.69	77.49	52	The frequency with which military personnel are required to perform menial tasks not related to primary duty.
122.14	143.63	53	The frequency with which military personnel are required to cut grass and police the post.
126.14	172.68	54	The frequency with which military personnel are required to perform refuse and garbage pick-up details.
93.39	134.29	55	The maintenance and repair of troop billets and family quarters.
206.69	376.87	56	Privacy and individuality in troop barracks.
43.44	145.90	57	The reception at the local municipal airport.
39.84	131.82	58	Military nightclub facilities for servicemen, E1 through E4.
28.73	116.93	59	The motel facilities for housing families awaiting or clearing quarters.
118.23	237.01	60	Transportation to recreation facilities within a 200-mile radius of this installation.
96.26	65.90	61	The operating hours of the Quartermaster Clothing Sales Store.
59.38	262.14	62	Shuttle bus service on post.
76.19	98.15	63	The merit award system for recognizing outstanding soldiers.
16.06	28.66	64	The efforts of commanders to establish realistic suspense dates.

19. The policies regarding the wear of shirt without blouse in the administrative area of all buildings.

46. Instructors' language.

Those items on which the extended-tour groups failed to show a significant change from NOV 70 to MAY 72 were:

1. The establishment of realistic suspense dates.

6. The use of a leadership style by my commanders/NCO's which respects the dignity of every person and avoids what might be called "angry leadership".

7. My commander's explanations of the "reason why" certain tasks should be done in a particular way.

14. My commander's "open door" policy.

17. My commander's attitude toward individuals who visit the IG.

20. The policies and regulations affecting OBV-2 officers in regard to the purchase of the Army blue uniform and the wear of this uniform at social functions.

23. The type of dress required for personnel who work on Saturday.

46. Instructors' language.

These findings demonstrate that when attitudes are combined, according to the tour status of individuals surveyed (e.g., first-tour officers combined with first-tour enlisted men), there have been no significant changes in attitudes toward specific areas which primarily deal with the kind of leadership and leadership practices being used at Fort Benning, as well as other areas which deal with more specific actions.

Individual Group Attitudes Toward Specific VOLAR Actions

Since relying on analyses of variance alone can, in some instances, lead to overlooking significant changes for individual groups, t-tests of significance were also computed for each group on specific VOLAR actions over the time period of NOV 70 to MAY 72. These t-tests included only those sixty-four VOLAR actions which were included in both the NOV 70 and MAY 72 surveys of attitudes.

The results showed that for first-tour enlisted groups there were significant ($p<.005$) positive changes on 63 of the 64 VOLAR actions. The only actions where the positive change did not achieve statistical significance was:

14. My commander's "open door" policy.

For the first-tour officer groups, from NOV 70 to MAY 72, there were significant ($p < .05$) positive changes on 51 of the 64 VOLAR actions. Those which did not show significant changes were:

1. Establishment of realistic suspense dates.

3. Awards and decorations program.

4. Soliciting procedures for fund drives, savings bond campaigns, etc.

6. Use of a leadership style by my commanders/NCO's which respects the dignity of every person and avoids what might be called "angry leadership".

7. My commander's explanations of the "reason why" certain tasks should be done in a particular way.

9. Opportunity for post athletic teams to play against local amateur civilian teams.

14. My commander's "open door" policy.

17. My commander's attitude toward individuals who visit the IG.

19. Policies regarding the wear of shirt without blouse in the administrative area of all buildings.

23. Type of dress required for personnel who work on Saturday.

37. Services offered by the legal Assistance Office.

46. Instructors' language.

64. Efforts of commanders to establish realistic suspense dates.

It is interesting to note that of the items in the above listing, all showed nonsignificant negative change with the exception of Items 1, 3, 4, 9, 37 and 64, which showed nonsignificant positive change. This listing also explains that many of the leadership items failed to exhibit a significant positive change over time on the analyses of variance for first-tour personnel because first-tour soldiers showed positive change while the first-tour officers showed negative change.

The extended-tour enlisted groups showed significant ($p < .05$) positive changes on 56 of the 64 variables from NOV 70 to MAY 72. Those items which failed to show significant positive change were:

1. Establishment of realistic suspense dates.

3. Awards and decorations program.

6. Use of a leadership style by my commanders/NCO's which respects the dignity of every person and avoids what might be called "angry leadership".

7. My commander's explanations of the "reason why" certain tasks should be done in a particular way.

14. My commander's "open door" policy.

19. Policies regarding the wear of shirt without blouse in the administrative area of all buildings.

20. Policies and regulations affecting OBV-2 officers in regard to the purchase of the Army blue uniform and the wear of this uniform at social functions (NOTE: This does not apply directly to this group).

24. Information provided newly commissioned officers on customs of the service and standards of dress.

Again, there were several items which deal with leadership style and practices. However, of these, it should be noted that Item 14 failed to show any change from NOV 70 to MAY 72.

Finally, the extended-tour officer group showed significant ($p<.05$) positive changes on 48 of the 64 VOLAR actions from NOV 70 to MAY 72. Those items which did not show significant positive change were:

1. Establishment of realistic suspense dates.

2. Number of times I have received Saturday, Sunday, or holiday duty assignments.

4. Soliciting procedures for fund drives, savings bond campaigns, etc.

6. Use of a leadership style by my commanders/NCO's which respects the dignity of every person and avoids what might be called "angry leadership".

7. My commander's explanations of the "reason why" certain tasks should be done in a particular way.

13. Policies and procedures regarding sign-in and sign-out.

14. My commander's "open door" policy.

15. Policy concerning beer in barracks.

17. My commander's attitude toward individuals who visit the IG.

20. Policies and regulations affecting OBV-2 officers in regard to the purchase of the Army blue uniform and the wear of this uniform at social functions.

21. Opportunities for students to represent their classes on planning groups and academic review boards.

23. Type of dress required for personnel who work on Saturday.

28. Policies regarding payday.

31. Assistance offered for drug problems.

43. Availability of "open time" during training to take care of personal affairs.

Of those items in the above listing which failed to show a significant change, Items 14, 15 and 17 showed a nonsignificant negative change. Item 46, instructors' language, showed a significant ($p<.03$) negative change. Again, this listing contained a number of items which pertain to leadership style and practices at Fort Benning.

In summary, there have been massive positive changes in attitudes toward areas of Army life which were addressed by specific VOLAR actions. The greatest changes took place for the first-tour enlisted groups. This is probably in part due to the very low ratings of action items obtained in the base line survey (NOV 70) prior to implementation of VOLAR actions at Fort Benning, and the fact that most VOLAR actions were directed more toward the first-tour soldier than anyone else. The group which showed the next highest number of significant positive changes in attitude toward those areas of Army life addressed by VOLAR actions were the extended-tour enlisted groups. The first-tour officer groups showed the third greatest number of significant positive changes with the extended-tour officer groups showing the fewest. However, the extended-tour officer group still showed highly significant positive change in attitude on the majority of these actions. It must be concluded, therefore, that, in the opinion of those surveyed, the VOLAR actions implemented at Fort Benning have indeed improved the majority of the areas of Army life toward which they were directed. This was especially true for the primary target group of first-tour enlisted personnel.

Equally important, these data demonstrate a need for improving leadership. The first-tour soldiers showed the most positive change in the leadership area while the extended-tour enlisted groups showed the next most positive changes. The extended-tour officer groups as well as the first-tour officer groups showed the least favorable changes in areas which were related to leadership

style and practice. This could mean that the leadership at the more senior level has not changed, especially when it is considered that the majority of items dealing with leadership practices ask about "my commander's" leadership practices and style. When the MAY 72 group means for Items 6, 7, 14, and 17, which deal with leadership style and practices, are examined, the extended-tour officer group had the most favorable ratings and were followed in decreasing order by the extended-tour enlisted group, the first-tour officer group, and the first-tour enlisted group. This combination of things may suggest that the responses of these persons reflect organizational socialization as well as VOLAR changes. That is, there have been few changes in leadership at the middle-to-senior level, and the data show this. On the other hand, those who respond from this group, the extended-tour officers, are most satisfied with this because they think this is the way it should be. To some extent, this is confirmed by the results of the USAWC study on leadership, which suggests that there are "shortfalls" in the leadership at many levels, where the senior does not perceive the extent to which he is not meeting the "expectations" of others, either juniors or seniors, or both.

Attitude Toward VOLAR Actions (NOV 71 to MAY 72)

It has been shown that massive significant positive changes in attitudes toward areas of Army life addressed by specific VOLAR actions have taken place, for all groups between the time before any VOLAR actions were implemented (NOV 70) and the last survey administration (MAY 72). In order to investigate the changes in attitudes toward areas of Army life addressed by specific VOLAR actions which might have occurred during the VOLAR experiment, t-tests of significance were computed for each group's attitude differences on each item of the surveys between NOV 71 and MAY 72, the last six months of the experiment. Items which showed a significant change, the direction of change, and the level of statistical significance are shown in Table 8 for each of the groups.

Examination of the item content for each of the groups suggests that much of the change represents random fluctuation or chance happenings. For example, there are no soldiers performing kitchen police at Fort Benning, nor have any soldiers performed kitchen police at Fort Benning since the start of the VOLAR program. Yet, the first-tour enlisted group shows a significant negative change toward this item. Perhaps the most significant finding from examination of the data is that there was comparatively little change in attitude during the last six months of the VOLAR experiment. When this is considered in conjunction with earlier findings, there is good reason to believe that attitude change toward specific VOLAR actions took place early in the experiment, primarily within the first six months.

Table 8

Attitudes Toward Specific VOLAR Actions Which Showed Significant Change
NOV 71 to MAY 72

First-tour Enlisted

Level of Significance	Direction of Change		Item Content
.0001	-	2.	Number of times I have received Saturday, Sunday, or holiday duty assignments.
.033	-	6.	Use of a leadership style by my commanders/NCOs which respects the dignity of every person and avoids what might be called "angry leadership".
.005	-	14.	My commander's "open door" policy.
.021	-	26.	Policies on travel distance during off duty time.
.029	-	27.	Requirement for possessing the Armed Forces Liberty Pass during off-duty hours.
.032	-	29.	Compensatory time off during the week for personnel required to perform weekend details.
.015	+	31.	Assistance offered for drug problems.
.012	-	34.	Opportunity to eat breakfast in the unit mess hall after sleeping late on weekends and holidays.
.001	-	36.	Attitude and service provided by civilian personnel who staff PX facilities.
.042	-	49.	Assistance provided new officers in learning how to work with NCOs.
.023	-	51.	Frequency with which military personnel are required to perform kitchen police.
.0001	-	52.	Frequency with which military personnel are required to perform menial tasks not related to primary duty.
.020	-	61.	Operating hours of the Quartermaster Clothing Sales Store.
.0001	-	62.	Shuttle bus service on post.
.018	-	66.	Period of advance notice given to soldiers who are assigned weekend or holiday details.
.016	-	67.	Opportunity to take compensatory time or pass time without interruption.
.002	-	68.	Efforts of commanders to establish duty rosters which have a minimum number of personnel "Excused from duty".
.025	-	75.	Selection of articles available in PX facilities.
.034	+	77.	Army Community Service Program.
.029	-	80.	Information programs about VOLAR.
.053	-	81.	New policies directed toward making unit training less repetitious and more challenging.
.022	+	90.	College tuition assistance program for military personnel sttampting to further their civilian education.
.045	+	97.	Installation of carbonated beverage machines in unit mess halls.
.018	+	99.	Directional signs provided for incoming students to the Infantry School.
.047	+	100.	Replacement of floor time in MAH dining halls to enhance existing facilities and improve sanitation.
.029	+	101.	Recreational facilities provided at Destin, Florida.
.048	-	103.	Clothing and jewelry provided by the Mod Shop.

Extended-tour Enlisted

.009	-	2.	Number of times I have received Saturday, Sunday, or holiday duty assignments.
.053	-	6.	Use of a leadership style by my commanders/NCOs which respects the dignity of every person and avoids what might be called "angry leadership".
.045	-	19.	Policies regarding the wear of shirt without blouse in the administrative area of all buildings.
.015	-	28.	Policies regarding payday.
.038	-	29.	Compensatory time off during the week for personnel required to perform weekend details.
.05	-	36.	Attitude and service provided by civilian personnel who staff PX facilities.

Table 8 (cont'd)

Level of Significance	Direction of Change		Item Content
			First-tour Officer
.002	-	6.	Use of leadership style by my commanders/NCOs which respects the dignity of every person and avoids what might be called "angry leadership".
.0001	-	7.	My commander's explanations of the "reason why" certain tasks should be done in a particular way.
.002	-	14.	My commander's "open door" policy.
.04	+	30.	Career counseling provided junior leaders.
.032	+	31.	Assistance offered for drug problems.
.053	+	85.	Policies and procedures of the Annual General Inspection.
.039	+	91.	Dental care for dependents.
.032	+	94.	Quarters cleaning service for personnel clearing post quarters.
.03	+	96.	Improvements and modernization of medical and dental facilities.
.002	+	101.	Recreational facilities provided at Destin, Florida.
.006	+	105.	Lighting of parking areas.
.047	+	106.	Lounge area in the Main Commissary.
			Extended-tour Officers
.006	+	37.	Services offered by the Legal Assistance Office.
.027	+	50.	Welcome and orientation provided upon arrival at the Welcome Center.
.026	+	90.	College tuition assistance program for military personnel attempting to further their civilian education.
.023	+	101.	Recreational facilities provided at Destin, Florida.

Level of Satisfaction with VOLAR Actions

In order to aid in the decision process as to which VOLAR actions are being well received and which are in need of further improvement, the individual VOLAR actions were ranked according to their mean satisfaction ratings for the two primary target groups, first-tour soldiers and first-tour officers. The items with the ten highest ratings and the ten lowest ratings for the extended-tour officer and extended-tour soldier groups were also found. These ratings are shown in Table 9. The mean ratings represent the MAY 72 group mean for each item and were computed from the following scale.

COMPLETELY UNSATISFACTORY	USUALLY UNSATISFACTORY	NOT IMPORTANT	USUALLY SATISFACTORY	COMPLETELY SATISFACTORY
1	2	3	4	5

Finally, Table 10 shows those items to which fifty percent or more of the individual groups responded that the item was not important to them.

While the number of items included in each listing precludes an item-by-item discussion, it is interesting to note those items rated highest and lowest by each group. The items with the highest ratings of satisfaction for the first-tour soldier group deal with:

a. Increased personal freedom and latitude for individual responsibility during free time (e.g., the policies on travel distance during off-duty time, the policies and procedures regarding sign-in and sign-out, and the policies regarding bed check).

b. Reduction of irritants and inequities (e.g., the installation of carbonated beverage machines in unit mess halls, the policy concerning beer in the barracks, and the opportunity to eat breakfast in the unit mess hall after sleeping late on weekends and holidays.

c. Improved services (e.g., the service in the PX and Commissary, Commissary operating hours, availability of priority check-out counters for military personnel in uniform at the PX and Commissary, and the availability and quality of Special Services facilities and services).

d. Finally, the reduction of menial tasks not related to the individual soldier's primary duty MOS (the frequency with which military personnel are required to perform kitchen police).

First-tour officers were most satisfied with items which dealt with:

a. Individual responsibility and personal freedom for both themselves and soldiers (e.g., policies on travel distance during off-duty time, policies and procedures regarding sign-in and sign-out, policies regarding bed check).

b. Reduction of irritants and inequities, again for both themselves and other soldiers (policy concerning beer in the barracks, installation of carbonated beverage machines in unit mess halls, and the number of times I have received Saturday, Sunday, or holiday duty assignments).

c. The status of services offered on post for themselves and their dependents (e.g., Commissary operating hours, availability of priority check-out counters for military personnel in uniform at the PX and Commissary, the additional parking facility provided adjacent to Infantry Hall).

d. Finally, the reduction of menial tasks not related to the individual soldier's primary duty MOS (the frequency with which military personnel are required to perform kitchen police).

TABLE 9

Average Rating of VOLAR Actions
First-Tour Enlisted

Rank	May Mean	Item Number and Content
1	4.32	97 The installation of carbonated beverage machines in unit mess halls.
2	4.30	26 The policies on travel distance during off-duty time.
3	4.23	51 Frequency with which military personnel are required to perform kitchen police (KP).
4	4.22	12 The policies regarding bed check.
5	4.21	13 The policies and procedures regarding sign-in and sign-out.
6	4.06	15 The policy concerning beer in barracks.
7	4.03	99 The directional signs provided for incoming students to the Infantry School.
8	3.98	74 The service at the PX and Commissary.
9	3.91	90 The college tuition assistance program for military personnel attempting to further their civilian education.
10	3.90	96 The improvements and modernization of medical and dental facilities.
11	3.89	65 The availability of priority check-out counters for military personnel in uniform at the PX and Commissary.
12	3.87	87 The Commissary operating hours,
13	3.86	103 Clothing and jewelry provided by the Mod Shop.
14.5	3.84	34 The opportunity to eat breakfast in the unit mess hall after sleeping late on weekends and holidays.
14.5	3.84	89 The availability and quality of Special Services facilities and services.
16	3.83	88 The Infantry School Learning Center's contribution to the educational development of military personnel.
18	3.82	28 The policies regarding payday.
18	3.82	100 The replacement of floor tile in MAH dining halls to enhance existing facilities and improve sanitation.
18	3.82	104 The coffee houses at Sightseeing Road and the Kelley Hill Chapel Annex.
20	3.81	27 The requirement for possessing the Armed Forces Liberty Pass during off-duty hours.
22	3.80	14 My commander's "open door" policy.
22	3.80	31 Assistance offered for drug problems.
22	3.80	86 The medical services available for military personnel and their dependents.
24	3.79	98 The additional parking facility provided adjacent to Infantry Hall.
25	3.78	36 The attitude and service provided by civilian personnel who staff PX facilities (i.e., snack bars, etc.).
26	3.75	102 The furnishings in the clinical waiting rooms.
27	3.74	91 Dental care for dependents.
28.5	3.71	16 The policies and procedures regarding personal furniture and decoration of individual areas in barracks.
28.5	3.71	22 Information about post and community activities, services, and items of immediate interest.
30	3.69	33 The policies regarding refreshments in the service club.
31.5	3.67	62 Shuttle bus service on post.
31.5	3.67	75 The selection of articles available in PX facilities.
33	3.66	37 The services offered by the Legal Assistance Office.
34.5	3.63	54 The frequency with which military personnel are required to perform refuse and garbage pick-up details.
34.5	3.63	79 The "Dial INFO" and the "By Line Bayonet" column.
36	3.62	101 The recreational facilities provided at Destin, Florida.
37	3.61	70 The reporting time for personnel on work detail.
38	3.60	77 The Army Community Service Program.

TABLE 9 (cont'd)

Rank	May Mean	Item Number and Content	
39	3.59	23	The type of dress required for personnel who work on Saturday.
40	3.58	46	Instructors' language.
41	3.55	45	Instruction by small group, practical work, hands-on training, and accessible assistant instructors.
42.5	3.54	53	The frequency with which military personnel are required to cut grass and police the post.
42.5	3.54	60	Transportation to recreation facilities within a 200-mile radius of this installation.
44	3.52	47	Opportunities to exchange knowledge, opinions, and expectations with personnel of different grades and backgrounds.
46	3.51	80	Information programs about VOLAR.
46	3.51	85	The policies and procedures of the Annual General Inspection.
46	3.51	106	The lounge area in the Main Commissary.
48	3.49	32	The opportunity to take care of personnel actions during lunch period.
49	3.48	61	The operating hours of the Quartermaster Clothing Sales Store.
51	3.47	19	The policies regarding the wear of shirt without blouse in the administrative area of all buildings.
51	3.47	69	The policy allowing the wear of the duty uniform off-post.
51	3.47	92	The amount of information extended to the soldiers through the Army Information Program.
53	3.45	40	The availability of guest house facilities for guests of servicemen.
54	3.44	55	The maintenance and repair of troop billets and family quarters.
55	3.42	105	The lighting of parking areas.
56.5	3.40	11	The elimination of formations which deprive soldiers of personal time or indicate a lack of trust.
56.5	3.40	68	The efforts of commanders to establish duty rosters which have a minimum number of personnel "Excused from duty".
58.5	3.39	24	The information provided newly commissioned officers on customs of the service and standards of dress.
58.5	3.39	44	The reporting time for support troops and information about the nature of the training they are supporting.
62	3.37	41	Inprocessing procedures.
62	3.37	56	Privacy and individuality in troop barracks.
62	3.37	73	The attempt to make participation of military wives in wives' clubs and social gatherings voluntary.
62	3.37	83	Maintenance assistance inspections.
62	3.37	93	The photographic coverage of soldiers' achievements.
65.5	3.36	63	The merit award system for recognizing outstanding soldiers.
65.5	3.36	82	Unit inspection policies.
68.5	3.34	50	The welcome and orientation provided upon arrival at the Welcome Center.
68.5	3.34	59	The motel facilities for housing families awaiting or clearing quarters.
68.5	3.34	78	The participation in the reenlistment program by NCOs who are not career counselors.
68.5	3.34	95	The items of furniture issued to soldiers to aid in decorating individual rooms.
71	3.33	76	The attempt to increase military wives' understanding of the military.
73	3.32	30	Career counseling provided junior leaders.
73	3.32	35	The variety of food offered in the unit mess hall.
73	3.32	84	The elimination of the requirement for officers to certify actions.
75.5	3.31	64	The efforts of commanders to establish realistic suspense dates.
75.5	3.31	67	The opportunity to take compensatory time or pass time without interruption.
77	3.30	25	The opportunities for discussion of unit activities with commanders in small, informal groups.
79	3.29	29	Compensatory time off during the week for personnel required to perform weekend details.

TABLE 9 (cont'd)

Rank	May Mean	Item Number and Content	
79	3.29	66	The period of advance notice given to soldiers who are assigned weekend or holiday details.
79	3.29	71	The handling of soldiers' complaints against local businesses.
81	3.28	38	The processing of patients at hospital waiting rooms.
83.5	3.25	17	My commander's attitude toward individuals who visit the IG.
83.5	3.25	72	The Junior Soldiers' and Junior Officers' Councils.
83.5	3.25	81	New policies directed toward making unit training less repetitious and more challenging.
83.5	3.25	94	The quarters cleaning service for personnel clearing post quarters.
87	3.24	7	My commander's explanations of the "reason why" certain tasks should be done in a particular way.
87	3.24	20	The policies and regulations affecting OBV-2 officers in regard to the purchase of the Army blue uniform and the wear of this uniform at social functions.
87	3.24	21	The opportunities for students to represent their classes on planning groups and academic review boards.
89	3.22	1	The establishment of realistic suspense dates.
90	3.21	3	The awards and decorations program.
91.5	3.20	18	The expsnse involved in sewing required patches, badges, etc., on the fatigure uniform.
91.5	3.20	58	Military nightclub facilities for servicemen, E1 through E4.
93.5	3.19	2	The numberof times I have received Saturday, Sunday, or holiday duty assignments.
93.5	3.19	43	The availability of "open time" during training to take care of personal affairs.
95.5	3.18	4	The soliciting procedures for fund drives, savings bond campaigns, etc.
95.5	3.18	57	The reception at the local municipal airport.
97.5	3.17	49	The assistance provided new officers in learning how to work with NCOs.
97.5	3.17	52	The frequency with which military personnel are required to perform menial tasks not related to primary duty.
99	3.13	8	Soliciting procedures for the suggestion awards program.
100	3.10	42	Outprocessing procedures.
101.5	3.07	9	The opportunity for post athletic teams to play against local amateur civilian teams.
101.5	3.07	39	Information about MAC flights.
103	3.01	6	The use of a leadership style by my commanders/NCO's which respects the dignity of every person and avoids what might be called "angry leadership".
104	2.95	48	Information provided personnel prior to their arrival.
105	2.86	5	The reactions to complaints and recommendations of young soldiers.
106	2.68	10	The reduction of "hurry up and wait".

Extended-Tour Enlisted

Highest 10 Ranks

Rank	May Mean	Item Number and Content	
1	4.42	13	The policies and procedures regarding sign-in and sign-out.
2	4.38	26	The policies on travel distance during off-duty time.
3	4.37	12	The policies regarding bed check.
4	4.32	87	The Commissary operating hours.
5	4.31	97	The installation of carbonated beverage machines in unit mess halls.
6	4.28	14	My commander's "open door" policy.
7	4.21	99	The directional signs provided for incoming students to the Infantry School.
8	4.15	90	The college tuition assistance program for military personnel attempting to further their civilian education.

TABLE 9 (cont'd)

Highest 10 Ranks (cont'd)

Rank	May Mean	Item Number and Content	
9	4.14	88	The Infantry School Learning Center's contribution to the educational development of military personnel.
10.5	4.11	51	Frequency with which military personnel are required to perform kitchen police (KP).
10.5	4.11	27	The requirement for possessing the Armed Forces Liberty Pass during off-duty hours.

Lowest 10 Ranks

Rank	May Mean	Item Number and Content	
97	3.37	20	The policies and regulations affecting OBV-2 officers in regard to the purchase of the Army blue uniform and the wear of this uniform at social functions.
98	3.35	42	Outprocessing procedures.
99	3.34	5	The reactions to complaints and recommendations of young soldiers.
100	3.33	55	The maintenance and repair of troop billets and family quarters.
101	3.30	3	The awards and decorations program.
102.5	3.27	4	The soliciting procedures for fund drives, savings bond campaigns, etc.
102.5	3.27	1	The establishment of realistic suspense dates.
104	3.22	48	Information provided personnel prior to their arrival.
105	3.21	9	The opportunity for post athletic teams to play against local amateur civilian teams.
106	3.07	10	The reduction of "hurry up and wait".

First-Tour Officer

Rank	May Mean	Item Number and Content	
1	4.40	26	The policies on travel distance during off-duty time.
2	4.21	87	The Commissary operating hours.
3	4.14	97	The installation of carbonated beverage machines in unit mess halls.
4.5	4.12	12	The policies regarding bed check.
4.5	4.12	99	The directional signs provided for incoming students to the Infantry School.
6	4.11	51	Frequency with which military personnel are required to perform kitchen police (KP).
7	4.10	13	The policies and procedures regarding sign-in and sign-out.
8	4.07	65	The availability of priority check-out counters for military personnel in uniform at the PX and Commissary.
9	4.05	98	The additional parking facility provided adjacent to Infantry Hall.
10	4.02	2	The number of times I have received Saturday, Sunday, or holiday duty assignments.
11	3.99	105	The lighting of parking areas.
12	3.98	74	The service at the PX and Commissary.
13	3.96	86	The medical services available for military personnel and their dependents.
14.5	3.92	14	My commander's "open door" policy.
14.5	3.92	15	The policy concerning beer in barracks.
16	3.90	46	Instructors' language.
17	3.89	61	The operating hours of the Quartermaster Clothing Sales Store.
18	3.88	103	Clothing and jewelry provided by the Mod Shop.
19.5	3.86	22	Information about post and community activities, services, and items of immediate interest.
19.5	3.86	28	The policies regarding payday.

TABLE 9 (cont'd)

Rank	May Mean	Item Number and Content	
21.5	3.85	33	The policies regarding refreshments in the service club.
21.5	3.85	36	The attitude and service provided by civilian personnel who staff PX facilities (i.e., snack bars, etc.).
23	3.84	16	The policies and procedures regarding personal furniture and decoration of individual areas in barracks.
24	3.83	50	The welcome and orientation provided upon arrival at the Welcome Center.
25.5	3.80	34	The opportunity to eat breakfast in the unit mess hall after sleeping late on weekends and holidays.
25,5	3.80	96	The improvements and modernization of medical and dental facilities.
27	3.79	91	Dental care for dependents.
28.5	3.77	31	Assistance offered for drug problems.
28.5	3.77	88	The Infantry School Learning Center's contribution to the educational development of military personnel.
30.5	3.75	37	The services offered by the Legal Assistance Office.
30.5	3.75	45	Instruction by small group, practical work, hands-on training, and accessible assistant instructors.
32	3.73	89	The availability and quality of Special Services facilities and services.
33	3.72	100	The replacement of floor tile in MAH dining halls to enhance existing facilities and improve sanitation.
34	3.71	35	The variety of food offered in the unit mess hall.
35	3.70	101	The recreational facilities provided at Destin, Florida.
37	3.69	27	The requirement for possessing the Armed Forces Liberty Pass during off-duty hours.
37	3.69	54	The frequency with which military personnel are required to perform refuse and garbage pick-up details.
37	3.69	90	The college tuition assistance program for military personnel attempting to further their civilian education.
39.5	3.67	41	Inprocessing procedures.
39.5	3.67	77	The Army Community Service Program.
41	3.66	23	The type of dress required for personnel who work on Saturday.
42	3.65	62	Shuttle bus service on post.
43	3.64	104	The coffee houses at Sightseeing Road and the Kelley Hill Chapel Annex.
44	3.62	53	The frequency with which military personnel are required to cut grass and police the post.
45	3.61	102	The furnishings in the clinical waiting rooms.
46.5	3.60	20	The policies and regulations affecting OBV-2 officers in regard to the purchase of the Army blue uniform and the wear of this uniform at social functions.
46.5	3.60	56	Privacy and individuality in troop barracks.
49.5	3.58	60	Transportation to recreation facilities within a 200-mile radius of this installation.
49.5	3.58	80	Information programs about VOLAR.
49.5	3.58	85	The policies and procedures of the Annual General Inspection.
49.5	3.58	94	The quarters cleaning service for personnel clearing post quarters.
52	3.57	47	Opportunities to exchange knowledge, opinions, and expectations with personnel of different grades and backgrounds.
54	3.56	29	Compensatory time off during the week for personnel required to perform weekend details.
54	3.56	19	The policies regarding the wear of shirt without blouse in the administrative area of all buildings.
54	3.56	79	The "Dial INFO" and the "By Line Bayonet" column.
56	3.55	84	The elimination of the requirement for officers to certify actions.
57	3.54	17	My commander's attitude towards individuals who visit the IG.
58	3.53	63	The merit award system for recognizing outstanding soldiers.
59	3.52	82	Unit inspection policies.

TABLE 9 (cont'd)

Rank	May Mean	Item Number and Content	
60	3.50	73	The attempt to make participation of military wives in wives' clubs and social gatherings voluntary.
61.5	3.49	70	The reporting time for personnel on work detail.
61.5	3.49	106	The lounge area in the Main Commissary.
63	3.47	92	The amount of information extended to the soldiers through the Army Information Program.
64	3.46	95	The items of furniture issued to soldiers to aid in decorating individual rooms.
65	3.45	68	The efforts of commanders to establish duty rosters which have a minimum number of personnel "Excused from duty".
66	3.44	93	The photographic coverage of soldiers' achievements.
68	3.42	52	The frequency with which military personnel are required to perform menial tasks not related to primary duty.
68	3.42	71	The handling of soldiers' complaints against local businesses.
68	3.42	78	The participation in the reenlistment program by NCOs who are not career counselors.
71	3.40	75	The selection of articles available in PX facilities.
71	3.40	76	The attempt to increase military wives' understanding of the military.
71	3.40	83	Maintenance assistance inspections.
73	3.38	32	The opportunity to take care of personnel actions during lunch period.
74	3.37	3	The awards and decorations program.
75	3.36	40	The availability of guest house facilities for guests of servicemen.
76	3.35	58	Military nightclub facilities for servicemen, E1 through E4.
77.5	3.33	24	The information provided newly commissioned officers on customs of the service and standards of dress.
77.5	3.33	69	The policy allowing the wear of the duty uniform off-post.
79.5	3.32	49	The assistance provided new officers in learning how to work with NCOs.
79.5	3.32	59	The motel facilities for housing families awaiting or clearing quarters.
82.5	3.31	6	The use of a leadership style by my commanders/NCO's which respects the dignity of every person and avoids what might be called "angry leadership".
82.5	3.31	11	The elimination of formations which deprive soldiers of personal time or indicate a lack of trust.
82.5	3.31	57	The reception at the local municipal airport.
82.5	3.31	48	Information provided personnel prior to their arrival.
85	3.30	55	The maintenance and repair of troop billets and family quarters.
87	3.27	8	Soliciting procedures for the suggestion awards program.
87	3.27	38	The processing of patients at hospital waiting rooms.
87	3.27	66	The period of advance notice given to soldiers who are assigned weekend or holiday details.
90	3.26	25	The opportunities for discussion of unit activities with commanders in small, informal groups.
90	3.26	30	Career counseling provided junior leaders.
90	3.26	64	The efforts of commanders to establish realistic suspense dates.
92	3.25	18	The expense involved in sewing required patches, badges, etc., on the fatigue uniform.
93	3.24	42	Outprocessing procedures.
94	3.23	72	The Junior Soldiers' and Junior Officers' Councils.
95	3.20	5	The reactions to complaints and recommendations of young soldiers.
96.5	3.17	43	The availability of "open time" during training to take care of personal affairs.
96.5	3.17	67	The opportunity to take compensatory time or pass time without interruption.
98	3.13	44	The reporting time for support troops and information about the nature of the training they are supporting.
99	3.12	81	New policies directed toward making unit training less repetitious and more challenging.

TABLE 9 (cont'd)

Rank	May Mean	Item Number and Content
100	3.11	7 My commander's explanations of the "reason why" certain tasks should be done in a particular way.
101	3.10	39 Information about MAC flights.
102	3.08	1 The establishment of realistic suspense dates.
103	3.02	21 The opportunities for students to represent their classes on planning groups and academic review boards.
104	2.88	9 The opportunity for post athletic teams to play against local amateur civilian teams.
105	2.64	4 The soliciting procedures for fund drives, savings bond campaigns, etc.
106	2.55	10 The reduction of "hurry up and wait".

Extended-Tour Officer

Highest 10 Ranks

Rank	May Mean	Item Number and Content
1	4.46	87 The Commissary operating hours.
2	4.39	90 The college tuition assistance program for military personnel attempting to further their civilian education.
3	4.31	26 The policies on travel distance during off-duty time.
4	4.29	14 My commander's "open door" policy.
5	4.23	99 The directional signs provided for incoming students to the Infantry School.
6	4.16	22 Information about post and community activities, services, and items of immediate interest.
7	4.13	65 The availability of priority check-out counters for military personnel in uniform at the PX and Commissary.
9	4.07	37 The services offered by the Legal Assistance Office.
9	4.07	46 Instructors' language.
9	4.07	88 The Infantry School Learning Center's contribution to the educational development of military personnel.

Lowest 10 Ranks

Rank	May Mean	Item Number and Content
97	3.36	18 The expense involved in sewing required patches, badges, etc., on the fatigue uniform.
98	3.34	8 Soliciting procedures for the suggestion awards program.
99	3.33	40 The availability of guest house facilities for guests of servicemen.
100	3.32	39 Information about MAC flights.
101.5	3.25	55 The maintenance and repair of troop billets and family quarters.
101.5	3.25	64 The efforts of commanders to establish realistic suspense dates.
103	3.22	9 The opportunity for post athletic teams to play against local amateur civilian teams.
104	3.17	48 Information provided personnel prior to their arrival.
105	3.15	1 The establishment of realistic suspense dates.
106	2.78	4 The soliciting procedures for fund drives, savings bond campaigns, etc.

TABLE 10

50% Or More Responded
Not Important
First-Tour Enlisted

Percent	Item Number and Content	
71.1	20	The policies and regulations affecting OBV-2 officers in regard to the purchase of the Army blue uniform and the wear of this uniform at social functions.
53.3	24	The information provided newly commissioned officers on customs of the service and standards of dress.
51.3	49	The assistance provided new officers in learning how to work with NCOs.
54.1	72	The Junior Soldiers' and Junior Officers' Councils.
53.2	73	The attempt to make participation of military wives in wives' clubs and social gatherings voluntary.
51.2	94	The quarters cleaning service for personnel clearing post quarters.

Extended-Tour Enlisted

Percent	Item Number and Content	
60.4	20	The policies and regulations affecting OBV-2 officers in regard to the purchase of the Army blue uniform and the wear of this uniform at social functions.

First-Tour Officer

Percent	Item Number and Content	
52.4	27	The requirement for possessing the Armed Forces Liberty Pass during off-duty hours.
53.0	57	The reception at the local municipal airport.
51.2	58	Military nightclub facilities for servicemen, E1 through E4.
51.8	78	The participation in the reenlistment program by NCOs who are not career counselors.
51.2	104	The coffee houses at Sightseeing Road and the Kelley Hill Chapel Annex.

TABLE 10 (cont'd)

Extended-Tour Officer

Percent	Item Number and Content	
59.2	9	The opportunity for post athletic teams to play against local amateur civilian teams.
52.8	33	The policies regarding refreshments in the service club.
53.8	57	The reception at the local municipal airport.
50.3	58	Military nightclub facilities for servicemen, E1 through E4.
53.6	100	The replacement of floor tile in MAH dining halls to enhance existing facilities and improve sanitation.
50.5	104	The coffee houses at Sightseeing Road and the Kelley Hill Chapel Annex.

Both of the extended-tour groups were more satisfied with:

a. Improved leadership practices (e.g., my commander's "open door" policies).

b. Actions which place more emphasis on individual responsibility and more personal freedom during free time (e.g., policies and procedures regarding sign-in and sign-out, policies on travel distance during off-duty time).

c. Improved post services (e.g., Commissary operating hours).

In addressing those items which show the least amount of dissatisfaction, it is necessary to refer to Table 10 which shows the items which have a relatively large percentage of a group indicating that the item is not important to them. In this way, it is possible to differentiate an item mean which is low as a result of little satisfaction from a mean which is low as a result of a large number of persons indicating response "3", not important. Those items with which the first-tour soldiers show dissatisfaction are:

48. Information provided personnel prior to their arrival.

5. The reaction to complaints and recommendations of young soldiers.

10. The reduction of "hurry up and wait".

The last two items have the lowest means for this group and are both generally in the area of leadership practices. These areas, and the others with relatively low ratings, bear further scrunity and action probably should be taken to deal with them if the Army is to attract and retain persons of high caliber.

Those items which the first-tour officers rated as unsatisfactory were:

9. The opportunity for post athletic teams to play against local amateur civilian teams.

4. The soliciting procedures for fund drives, savings bond campaigns, etc.

10. The reduction of "hurry up and wait".

While the reason for the dissatisfaction expressed on Items 9 and 4 cannot be determined without further investigation, the reason for dissatisfaction can be readily inferred on Item 10. As has already been suggested, Item 10 in particular would appear to relate to a critical area and increased effort should be made to address this area at Fort Benning.

While the extended-tour enlisted group indicated no dissatisfaction on any of the items (i.e., no response mean for MAY 72 was less than 3.0, a neutral point of the scale) the extended-tour officer group showed dissatisfaction on the following item:

4. The soliciting procedures for fund drives, savings bond campaigns, etc.

Again, it is very difficult, without further information, to determine the source of dissatisfaction with this item.

The direction and amount of change from NOV 70 to MAY 72 are shown in Table 11. It should be noted that the differences are shown for only the first sixty-four items since no baseline data were collected on the remaining items of the survey and any differences in the remaining items would not correspond to those discussed in this section. It is interesting to note that neither the first-tour enlisted nor the extended-tour enlisted groups showed a negative change on any of these items. While the quantity of items showing negative change for the first-tour officer and extended-tour officer groups precludes an item-by-item discussion, the attitude areas into which these items fall bear scrutiny.

For both of the officer groups, some of the items showing negative change deal with leadership practices (e.g., my commander's "open door policy"). It is also true that some of the items in the leadership area showed the least amount of positive change among both of the enlisted groups. These results suggest that, while "enlightened leadership" instruction has been in effect for most of the VOLAR experiment at Fort Benning, there has been very little, if any, positive change in attitudes toward leadership areas addressed by specific VOLAR actions. Leadership is a most important area and it would appear that specific programs may be called for in this area.

In general, however, it should be noted that the vast majority of VOLAR actions implemented at Fort Benning have had a highly significant positive impact on areas of Army life which were addressed by specific actions, for all groups studies.

THE "DISCIPLINE" IMPACT OF VOLAR AT FORT BENNING

Whenever a program such as the VOLAR project is undertaken, it inevitably causes major changes in ways of doing things, and required, in many cases, significant changes in policies and procedures. When much of the change effort is directed toward elimination of inequities at the lower ranking enlisted levels, as was the case in the Fort Benning plan, there is inevitably an opportunity for loss of effectiveness. However, one of the guidelines under which the program was initiated at Fort Benning was that such a loss of effectiveness (discipline) must not occur. Consequently, a part of the VOLAR evaluation effort was to seek to determine whether VOLAR gains were made without such an attendant loss. Data for making this evaluation consisted, in part, of responses of soldiers in four groups by rank (E1-E4, E5, E6, and E7-E9) and officers as a single group to questionnaires administered in MAY 71, NOV 71, FEB 72, and JUN 72.

TABLE 11

Direction and Amount of Change
November 1970 to May 1972
First-Tour Enlisted

Rank	Mean Diff.	Item Number and Content	
1	1.89	51	Frequency with which military personnel are required to perform kitchen police (KP).
2	1.88	26	The policies on travel distance during off-duty time.
3	1.67	34	The opportunity to eat breakfast in the unit mess hall after sleeping late on weekends and holidays.
4	1.36	56	Privacy and individuality in troop barracks.
5	1.31	15	The policy concerning beer in barracks.
6	1.17	54	The frequency with which military personnel are required to perform refuse and garbage pick-up details.
7	1.12	60	Transportation to recreation facilities within a 200-mile radius of this installation.
8	1.10	53	The frequency with which military personnel are required to cut grass and police the post.
9	1.07	29	Compensatory time off during the week for personnel required to perform weekend details.
10	1.01	16	The policies and procedures regarding personal furniture and decoration of individual areas in barracks.
11	1.00	55	The maintenance and repair of troop billets and family quarters.
12	.98	35	The variety of food offered in the unit mess hall.
13	.96	13	The policies and procedures regarding sign-in and sign-out.
14	.92	39	Information about MAC flights.
15	.90	48	Information provided personnel prior to their arrival.
16	.89	62	Shuttle bus service on post.
17	.85	50	The welcome and orientation provided upon arrival at the Welcome Center.
18.5	.84	38	The processing of patients at hospital waiting rooms.
18.5	.84	52	The frequency with which military personnel are required to perform menial tasks not related to primary duty.
20	.81	47	Opportunities to exchange knowledge, opinions, and expectations with personnel of different grades and backgrounds.
21.5	.78	27	The requirement for possessing the Armed Forces Liberty Pass during off-duty hours.
21.5	.78	32	The opportunity to take care of personnel actions during lunch period.
23.5	.75	41	Inprocessing procedures.
23.5	.75	43	The availability of "open time" during training to take care of personal affairs.
25	.74	63	The merit award system for recognizing outstanding soldiers.
26.5	.73	12	The policies regarding bed check.
26.5	.73	58	Military nightclub facilities for servicemen, E1 through E4.
28.5	.71	18	The expense involved in sewing required patches, badges, etc., on the fatigue uniform.
28.5	.71	28	The policies regarding payday.
30	.69	21	The opportunities for students to represent their classes on planning groups and academic review boards.
31.5	.68	22	Information about post and community activities, services, and items of immediate interest.
31.5	.68	42	Outprocessing procedures.
33	.67	25	The opportunities for discussion of unit activities with commanders in small, informal groups.
34	.65	44	The reporting time for support troops and information about the nature of the training they are supporting.
35.5	.62	57	The reception at the local municipal airport.

TABLE 11 (cont'd)

Rank	Mean Diff.	Item Number and Content
35.5	.62	59 The motel facilities for housing families awaiting or clearing quarters.
37.5	.60	10 The reduction of "hurry up and wait".
37.5	.60	31 Assistance offered for drug problems.
39.5	.59	5 The reactions to complaints and recommendations of young soldiers.
39.5	.59	33 The policies regarding refreshments in the service club.
41	.57	61 The operating hours of the Quartermaster Clothing Sales Store.
42	.56	40 The availability of guest house facilities for guests of servicemen.
43	.54	20 The policies and regulations affecting OBV-2 officers in regard to the purchase of the Army blue uniform and the wear of this uniform at social functions.
44	.51	30 Career counseling provided junior leaders.
45	.48	23 The type of dress required for personnel who work on Saturday.
46	.46	4 The soliciting procedures for fund drives, savings bond campaigns, etc.
47	.44	36 The attitude and service provided by civilian personnel who staff PX facilities (i.e., snack bars, etc.).
48	.43	11 The elimination of formations which deprive soldiers of personal time or indicate a lack of trust.
49	.41	7 My commander's explanations of the "reason why" certain tasks should be done in a particular way.
50.5	.39	64 The efforts of commanders to establish realistic suspense dates.
50.5	.39	8 Soliciting procedures for the suggestion awards program.
52	.38	1 The establishment of realistic suspense dates.
53	.37	19 The policies regarding the wear of shirt without blouse in the administrative area of all buildings.
54	.36	9 The opportunity for post athletic teams to play against local amateur civilian teams.
55	.34	45 Instruction by small group, practical work, hands-on training, and accessible assistant instructors.
56.5	.29	17 My commander's attitude towards individuals who visit the IG.
56.5	.29	49 The assistance provided new officers in learning how to work with NCOs.
58	.26	3 The awards and decorations program.
59	.25	37 The services offered by the Legal Assistance Office.
60.5	.24	6 The use of a leadership style by my commanders/NCO's which respects the dignity of every person and avoids what might be called "angry leadership".
60.5	.24	46 Instructors' language.
62	.23	2 The number of times I have received Saturday, Sunday, or holiday duty assignments.
63	.22	24 The information provided newly commissioned officers on customs of the service and standards of dress.
64	.05	14 My commander's "open door" policy.

Extended-Tour Enlisted

Rank	Mean Diff.	Item Number and Content
1	1.56	56 Privacy and individuality in troop barracks.
2	1.39	51 Frequency with which military personnel are required to perform kitchen police (KP).
3	1.22	62 Shuttle bus service on post.
4	1.12	34 The opportunity to eat breakfast in the unit mess hall after sleeping late on weekends and holidays.
5	1.09	41 Inprocessing procedures.
6	1.07	16 The policies and procedures regarding personal furniture and decoration of individual areas in barracks.

TABLE 11 (cont'd)

Rank	Mean Diff.	Item Number and Content	
7	1.04	60	Transportation to recreation facilities within a 200-mile radius of this installation.
8	.99	55	The maintenance and repair of troop billets and family quarters.
9	.93	38	The processing of patients at hospital waiting rooms.
10	.91	26	The policies on travel distance during off-duty time.
11	.87	18	The expense involved in sewing required patches, badges, etc., on the fatigue uniform.
12	.84	42	Outprocessing procedures.
13	.82	48	Information provided personnel prior to their arrival.
14	.80	54	The frequency with which military personnel are required to perform refuse and garbage pick-up details.
15.5	.79	35	The variety of food offered in the unit mess hall.
15.5	.79	57	The reception at the local municipal airport.
17.5	.77	53	The frequency with which military personnel are required to cut grass and police the post.
17.5	.77	58	Military nightclub facilities for servicemen, E1 through E4.
19	.75	12	The policies regarding bed check.
20	.74	50	The welcome and orientation provided upon arrival at the Welcome Center.
21	.70	59	The motel facilities for housing families awaiting or clearing quarters.
22	.67	63	The merit award system for recognizing outstanding soldiers.
23	.65	29	Compensatory time off during the week for personnel required to perform weekend details.
24	.64	13	The policies and procedures regarding sign-in and sign-out.
25.5	.60	11	The elimination of formations which deprive soldiers of personal time or indicate a lack of trust.
25.5	.60	39	Information about MAC flights.
27	.57	32	The opportunity to take care of personnel actions during lunch period.
28.5	.56	27	The requirement for possessing the Armed Forces Liberty Pass during off-duty hours.
28.5	.56	36	The attitude and service provided by civilian personnel who staff PX facilities (i.e., snack bars, etc.).
30.5	.54	43	The availability of "open time" during training to take care of personal affairs.
30.5	.54	52	The frequency with which military personnel are required to perform menial tasks not related to primary duty.
32	.53	44	The reporting time for support troops and information about the nature of the training they are supporting.
33	.51	15	The policy concerning beer in barracks.
34	.49	49	The assistance provided new officers in learning how to work with NCOs.
35	.48	28	The policies regarding payday.
36	.47	10	The reduction of "hurry up and wait".
37	.45	30	Career counseling provided junior leaders.
38	.43	33	The policies regarding refreshments in the service club.
39	.41	40	The availability of guest house facilities for guests of servicemen.
40.5	.40	47	Opportunities to exchange knowledge, opinions, and expectations with personnel of different grades and backgrounds.
40.5	.40	64	The efforts of commanders to establish realistic suspense dates.
42.5	.39	4	The soliciting procedures for fund drives, savings bond campaigns, etc.
42.5	.39	61	The operating hours of the Quartermaster Clothing Sales Store.
44	.37	25	The opportunities for discussion of unit activities with commanders in small, informal groups.
45	.36	31	Assistance offered for drug problems.
46	.34	9	The opportunity for post athletic teams to play against local amateur civilian teams.

TABLE 11 (cont'd)

Rank	Mean Diff.	Item Number and Content
47	.30	22 Information about post and community activities, services, and items of immediate interest.
48	.28	5 The reactions to complaints and recommendations of young soldiers.
49	.27	2 The number of times I have received Saturday, Sunday, or holiday duty assignments.
50.5	.25	45 Instruction by small groups, practical work, hands-on training, and accessible assistant instructors.
50.5	.25	21 The opportunities for students to represent their classes on planning groups and academic review boards.
52	.23	8 Soliciting procedures for the suggestion awards program.
53	.21	17 My commander's attitude towards individuals who visit the IG.
54	.17	23 The type of dress required for personnel who work on Saturday.
55.5	.15	1 The establishment of realistic suspense dates.
55.5	.15	46 Instructors' language.
58	.13	3 The awards and decorations program.
58	.13	19 The policies regarding the wear of shirt without blouse in the administrative area of all buildings.
58	.13	37 The services offered by the Legal Assistance Office.
60	.12	24 The information provided newly commissioned officers on customs of the service and standards of dress.
61	.08	20 The policies and regulations affecting OBV-2 officers in regard to the purchase of the Army blue uniform and the wear of this uniform at social functions.
62.5	.03	6 The use of a leadership style by my commanders/NCO's which respects the dignity of every person and avoids what might be called "angry leadership".
62.5	.03	7 My commander's explanations of the "reason why" certain tasks should be done in a particular way.
64	.00	14 My commander's "open door" policy.

First-Tour Officer

Rank	Mean Diff.	Item Number and Content
1	1.59	51 Frequency with which military personnel are required to perform kitchen police (KP).
2	1.58	56 Privacy and individuality in troop barracks.
3	1.42	20 The policies and regulations affecting OBV-2 officers in regard to the purchase of the Army blue uniform and the wear of this uniform at social functions.
4	1.38	26 The policies on travel distance during off-duty time.
5	1.32	52 The frequency with which military personnel are required to perform menial tasks not related to primary duty.
6	1.30	50 The welcome and orientation provided upon arrival at the Welcome Center.
7	1.28	39 Information about MAC flights.
8	1.24	53 The frequency with which military personnel are required to cut grass and police the post.
9	1.20	54 The frequency with which military personnel are required to perform refuse and garbage pick-up details.
10	1.18	34 The opportunity to eat breakfast in the unit mess hall after sleeping late on weekends and holidays.
11.5	1.12	48 Information provided personnel prior to their arrival.
11.5	1.12	61 The operating hours of the Quartermaster Clothing Sales Store.
13	1.08	29 Compensatory time off during the week for personnel required to perform weekend details.
14	.98	58 Military nightclub facilities for servicemen, E1 through E4.
15	.96	15 The policy concerning beer in barracks.
16	.94	38 The processing of patients at hospital waiting rooms.

TABLE 11 (cont'd)

Rank	Mean Diff.	Item Number and Content
17	.93	43 The availability of "open time" during training to take care of personal affairs.
18	.87	63 The merit award system for recognizing outstanding soldiers.
19	.86	55 The maintenance and repair of troop billets and family quarters.
20	.82	32 The opportunity to take care of personnel actions during lunch period.
21	.81	11 The elimination of formations which deprive soldiers of personal time or indicate a lack of trust.
24	.79	12 The policies regarding bed check.
24	.79	30 Career counseling provided junior leaders.
24	.79	41 Inprocessing procedures.
24	.79	49 The assistance provided new officers in learning how to work with NCOs.
24	.79	60 Transportation to recreation facilities within a 200-mile radius of this installation.
27	.78	16 The policies and procedures regarding personal furniture and decoration of individual areas in barracks.
28.5	.77	27 The requirement for possessing the Armed Forces Liberty Pass during off-duty hours.
28.5	.77	42 Outprocessing procedures.
30	.72	35 The variety of food offered in the unit mess hall.
31	.70	57 The reception at the local municipal airport.
32.5	.67	22 Information about post and community activities, services, and items of immediate interest.
32.5	.67	36 The attitude and service provided by civilian personnel who staff PX facilities (i.e., snack bars, etc.).
34	.65	13 The policies and procedures regarding sign-in and sign-out.
35	.62	47 Opportunities to exchange knowledge, opinions, and expectations with personnel of different grades and backgrounds.
36	.60	62 Shuttle bus service on post.
37	.58	2 The number of times I have received Saturday, Sunday, or holiday duty assignments.
38	.55	8 Soliciting procedures for the suggestion awards program.
39.5	.54	31 Assistance offered for drug problems.
39.5	.54	40 The availability of guest house facilities for guests of servicemen.
41	.49	44 The reporting time for support troops and information about the training they are supporting.
42	.48	25 The opportunities for discussion of unit activities with commanders in small, informal groups.
43	.47	5 The reactions to complaints and recommendations of young soldiers.
44	.46	18 The expense involved in sewing required patches, badges, etc., on the fatigue uniform.
45	.43	21 The opportunities for students to represent eheir classes on planning groups and academic review boards.
46	.35	28 The policies regarding payday.
47	.34	59 The motel facilities for housing families awaiting or clearing quarters.
48.5	.33	24 The information provided newly commissioned officers on customs of the service and standards of dress.
48.5	.33	45 Instruction by small group, practical work, hands-on training, and accessible assistant instructors.
50	.32	10 The reduction of "hurry up and wait".
51	.29	3 The awards and decorations program.
52	.28	64 The efforts of commanders to establish realistic suspense dates.
53	.27	33 The policies regarding refreshments in the service club.
54	.26	4 The soliciting procedures for fund drives, savings bond campaigns, etc.
55	.20	9 The opportunity for post athletic teams to play against local amateur civilian teams.
56	.13	37 The services offered by the Legal Assistance Office.

TABLE 11 (cont'd)

Rank	Mean Diff.	Item Number and Content
57	.04	1 The establishment of realistic suspense dates.
58.5	-.01	14 My commander's "open door" policy.
58.5	-.01	19 The policies regarding the wear of shirt without blouse in the administrative area of all buildings.
60	-.02	17 My commander's attitude towards individuals who visit the IG.
61	-.02	23 The type of dress required for personnel who work on Saturday.
62	-.03	6 The use of a leadership style by my commanders/NCO's which respects the dignity of every person and avoids what might be called "angry leadership".
63	-.09	7 My commander's explanations of the "reason why" certain tasks should be done in a particular way.
64	-.11	46 Instructors' language.

Extended-Tour Officer

Rank	Mean Diff.	Item Number and Content
1	1.45	56 Privacy and individuality in troop barracks.
2	1.34	51 Frequency with which military personnel are required to perform kitchen police (KP).
3	1.31	58 Military nightclub *facilities for servicemen*, E1 through E4.
4	1.30	54 The frequency with which military personnel are required to perform refuse and garbage pick-up details.
5	1.23	50 The welcome and orientation provided upon arrival at the Welcome Center.
6	1.17	40 The availability of guest house facilities for guests of servicemen.
7.5	1.10	53 The frequency with which military personnel are required to cut grass and police the post.
7.5	1.10	60 Transportation to recreation facilities within a 200-mile radius of this installation.
9	1.07	57 The reception at the local municipal airport.
10	1.03	38 The processing of patients at hospital waiting rooms.
11	1.01	62 Shuttle bus service on post.
12	1.00	39 Information about MAC flights.
13	.91	59 The motel facilities for housing families awaiting or clearing quarters.
14	.85	52 The frequency with which military personnel are required to perform menial tasks not related to primary duty.
15	.84	34 The opportunity to eat breakfast in the unit mess hall after sleeping late on weekends and holidays.
16	.80	32 The opportunity to take care of personnel actions during lunch period.
17	.77	18 The expense involved in sewing required patches, badges, etc., on the fatigue uniform.
18	.76	16 The policies and procedures regarding personal furniture and decoration of individual areas in barracks.
20.5	.73	36 The attitude and service provided by civilian personnel who staff PX facilities (i.e., snack bars, etc.).
20.5	.73	41 Inprocessing procedures.
20.5	.73	42 Outprocessing procedures.
20.5	.73	63 The merit award system for recognizing outstanding soldiers.
23.5	.71	55 The maintenance and repair of troop billets and family quarters.
23.5	.71	26 The policies on travel distance during off-duty time.

TABLE 11 (cont'd)

Rank	Mean Diff.	Item Number	Content
25	.64	10	The reduction of "hurry up and wait".
26.5	.61	11	The elimination of formations which deprive soldiers of personal time or indicate a lack of trust.
26.5	.61	29	Compensatory time off during the week for personnel required to perform weekend details.
28	.58	49	The assistance provided new officers in learning how to work with NCOs.
29.5	.56	19	The policies regarding the wear of shirt without blouse in the administrative area of all buildings.
29.5	.56	24	The information provided newly commissioned officers on customs of the service and standards of dress.
31	.54	61	The operating hours of the Quartermaster Clothing Sales Store.
32	.53	48	Information provided personnel prior to their arrival.
33	.51	5	The reactions to complaints and recommendations of young soldiers.
34	.45	27	The requirement for possessing the Armed Forces Liberty Pass during off-duty hours.
35	.44	30	Career counseling provided junior leaders.
36	.41	8	Soliciting procedures for the suggestion awards program.
37	.37	47	Opportunities to exchange knowledge, opinions, and expectations with personnel of different grades and backgrounds.
38	.35	22	Information about post and community activities, services, and items of immediate interest.
39	.32	44	The reporting time for support troops and information about the nature of the training they are supporting.
40.5	.31	33	The policies regarding refreshments in the service club.
40.5	.31	64	The efforts of commanders to establish realistic suspense dates.
42.5	.27	3	The awards and decorations program.
42.5	.27	37	The services offered by the Legal Assistance Office.
44	.26	25	The opportunities for discussion of unit activities with commanders in small, informal groups.
45	.25	9	The opportunity for post athletic teams to play against local amateur civilian teams.
46	.23	12	The policies regarding bed check.
47	.21	35	The variety of food offered in the unit mess hall.
48	.18	21	The opportunities for students to represent their classes on planning groups and academic review boards.
49	.17	45	Instruction by small group, practical work, hands-on training, and accessible assistant instructors.
50	.13	31	Assistance offered for drug problems.
51	.12	13	The policies and procedures regarding sign-in and sign-out.
52	.10	20	The policies and regulations affecting OBV-2 officers in regard to the purchase of the Army blue uniform and the wear of this uniform at social functions.
53	.08	4	The soliciting procedures for fund drives, savings bond campaigns, etc.
54	.07	28	The policies regarding payday.
55.5	.06	6	The use of a leadership style by my commanders/NCO's which respects the dignity of every person and avoids what might be called "angry leadership".
55.5	.06	7	My commander's explanations of the "reason why" certain tasks should be done in a particular way.
57	.04	2	The number of times I have received Saturday, Sunday, or holiday duty assignments.
58.5	.01	1	The establishment of realistic suspense dates.
58.5	.01	43	The availability of "open time" during training to take care of personal affairs.
60	.00	23	The type of dress required for personnel who work on Saturday.

TABLE 11 (cont'd)

Rank	Mean Diff.	Item Number and Content
61	-.06	15 The policy concerning beer in barracks.
62	-.14	14 My commander's "open door" policy.
63	-.15	46 Instructors' language.
64	-.17	17 My commanders' attitude towards individuals who visit the IG.

The complete set of data from these questionnaire surveys is shown in TAB B, "Views Regarding the Status of Military Discipline at Fort Benning". TAB B also includes an analysis of all of these data. The present section will examine only those items which showed significant change between questionnaire administrations (MAY and NOV 71 to JUN 72). Table 12 summarizes the significant changes on a group by item basis.

The treatment of the data from the discipline surveys can be addressed at two distinct levels of analysis. On the first and more general level is the average response to each item, which indicates whether the group as a whole felt that the particular discipline indicator had gotten better, not changed, or gotten worse during the time the individuals within the group have been at Fort Benning. Table 13 shows the average response by group to each item included in the survey for each of the three survey administrations.

The second and more specific level of the analysis will address significant changes within response categories for groups, over the times between survey administrations. This will focus on specific changes in the percentages of a group choosing each of the response categories from the following scale:

MUCH BETTER	SOMEWHAT BETTER	NOT CHANGED	SOMEWHAT WORSE	MUCH WORSE
1	2	3	4	5

These significant changes are shown by group for each item in the survey in Table 12.

Investigation of the JUN 72 group average response to each item shows that the majority of the average responses are less than 3.00. This indicates that most groups, as a whole, feel that most of these indicators of discipline have gotten better during the time that these individuals have been stationed at Fort Benning. Another interesting finding is that, in every case where a group's JUN 72 average response exceeds 3.00, the JUN 72 figure is smaller than the MAY 71 figure. This indicates that the attitude toward that discipline indicator has improved over the time between MAY 71 and JUN 72. As a group, the E7-E9 personnel have shown the greatest improvement in attitude toward these discipline indicators. This suggests the possibility that the senior NCO, who was largely responsible for the soldier's "discipline" and performance, feared that VOLAR would also mean relaxation of standards and control, and that their early ratings of these discipline indicators may have reflected anticipation of problems more than anything else. If this is correct, the large changes in the more favorable direction among members of this group has enormous practical (though not statistical) significance, since they would mean that the "man on the spot" is acknowledging that there really may be no problem. This, if a correct interpretation, argues well for the viability of the Fort Benning VOLAR program.

TABLE 12

Summary of Results of Survey of Military Discipline
From May and November 1971 to June 1972 (Significant Changes Only)

Item Content	Group	Response Change: Much Better	Somewhat Better	Not Changed	Somewhat Worse	Much Worse	Time Comparison 71-72
1. Soldiers' attitude toward NCOs.	E1-E4	+ 8%	- 1%	- 3%	- 2%	- 2%	MAY-JUN
		+ 5%	- 9%	+ 8%	- 2%	- 2%	NOV-JUN
	E7-E9	+ 5%	+19%	+10%	-27%	- 8%	MAY-JUN
2. Soldiers' attitude toward officers.	E1-E4	+ 5%	+ 6%	-10%	- 2%	+ 2%	MAY-JUN
	E7-E9	+ 9%	+14%	+16%	-35%	- 6%	MAY-JUN
3. NCOs' attitude toward soldiers.	E1-E4	+ 7%	+ 5%	- 7%	- 2%	- 3%	MAY-JUN
		+ 6%	- 4%	+ 3%	- 3%	- 2%	NOV-JUN
	E5	+ 8%	- 6%	+ 5%	NC	- 8%	MAY-JUN
		+ 2%	- 6%	+12%	- 7%	- 3%	NOV-JUN
	E6	+ 8%	- 8%	+14%	- 5%	- 9%	NOV-JUN
	OFF	+ 5%	- 1%	+ 3%	- 8%	+ 1%	NOV-JUN
4. Officers' attitude toward soldiers.	E1-E4	+ 5%	+ 4%	- 4%	- 2%	- 3%	MAY-JUN
5. Soldiers' willingness to follow directives from NCOs.	E1-E4	NC	- 8%	+14%	- 4%	- 3%	NOV-JUN
	OFF	+ 1%	+13%	+12%	-25%	- 1%	MAY-JUN
		+ 4%	+ 4%	+ 5%	-11%	- 1%	NOV-JUN
6. Soldiers' willingness to follow directives from officers.	E1-E4	+ 1%	- 8%	+11%	- 3%	- 2%	NOV-JUN
	E6	+ 4%	- 9%	+21%	-12%	- 5%	NOV-JUN
	E7-E9	+ 7%	+15%	+ 7%	-32%	+ 1%	MAY-JUN
	OFF	+ 2%	+12%	-12%	- 3%	+ 2%	MAY-JUN
7. Soldiers' willingness to follow unit directives.	E1-E4	+ 2%	-10%	+10%	- 2%	- 1%	NOV-JUN
8. Soldiers' willingness to keep up their own appearance.	E1-E4	- 7%	- 3%	+ 8%	+ 1%	+ 1%	NOV-JUN
	E6	- 4%	+ 7%	- 8%	+23%	-18%	MAY-JUN
9. Soldiers' willingness to keep their living area neat and clean.	E1-E4	- 5%	- 6%	+10%	+ 1%	NC	NOV-JUN
	OFF	+ 5%	-18%	+ 1%	+11%	+ 1%	MAY-JUN
10. Soldiers' performance of their regular duties.	E5	+ 2%	- 1%	+ 3%	+ 5%	- 8%	MAY-JUN
11. Soldiers' willingness to maintain the Army's standard of conduct.	E1-E4	NC	+ 7%	- 4%	+ 1%	- 3%	MAY-JUN
		- 5%	+ 2%	+ 7%	- 2%	- 1%	NOV-JUN
	E7-E9	+ 3%	+ 5%	+22%	-23%	- 9%	MAY-JUN
		+ 5%	-11%	+18%	- 1%	-12%	NOV-JUN
	OFF	+ 3%	+ 2%	+ 8%	-11%	- 2%	NOV-JUN
12. Observance of military courtesy.	OFF	+ 3%	+ 1%	+12%	- 6%	-10%	NOV-JUN

TABLE 13

Average Group Responses to Items in Survey of Military Discipline
From May and November 1971 to June 1972

Item Content	Time	E1-E4	E5	E6	E7-E9	OFF
1. Soldiers attitude toward NCOs.	MAY 71	2.65	3.01	3.37	3.77	3.15
	NOV 71	2.51	2.73	3.21	3.12	2.95
	JUN 72	2.44	2.73	3.08	3.02	2.87
2. Soldiers' attitudes toward officers.	MAY 71	2.72	2.94	3.35	3.83	3.25
	NOV 71	2.63	2.82	3.25	3.14	2.99
	JUN 72	2.61	2.73	2.91	2.98	2.86
3. NCOs' attitude toward soldiers.	MAY 71	2.82	2.87	2.86	3.14	3.00
	NOV 71	2.71	2.75	2.89	2.79	3.00
	JUN 72	2.55	2.60	2.58	2.71	2.84
4. Officers' attitude toward soldiers.	MAY 71	2.79	2.88	2.93	2.99	2.76
	NOV 71	2.58	2.66	2.82	2.56	2.72
	JUN 72	2.57	2.63	2.74	2.74	2.60
5. Soldiers' willingness to follow directives from NCOs.	MAY 71	2.68	3.19	3.55	3.82	3.27
	NOV 71	2.62	3.01	3.44	3.33	3.14
	JUN 72	2.62	3.06	3.18	3.21	2.90
6. Soldiers' willingness to follow directives from officers.	MAY 71	2.73	2.86	3.42	3.77	3.01
	NOV 71	2.58	2.89	3.37	3.22	3.08
	JUN 72	2.55	2.90	3.16	3.12	2.89
7. Soldiers' willingness to follow unit directives.	MAY 71	2.76	3.09	3.29	3.77	3.11
	NOV 71	2.61	2.91	3.33	3.18	3.15
	JUN 72	2.60	2.87	3.06	3.43	2.97
8. Soldiers' willingness to keep up their own appearance.	MAY 71	2.52	3.03	3.67	4.17	3.44
	NOV 71	2.52	3.02	3.71	3.88	3.65
	JUN 72	2.61	2.87	3.55	3.67	3.38
9. Soldiers' willingness to keep their living area clean & neat.	MAY 71	2.49	3.03	3.42	3.72	2.82
	NOV 71	2.28	2.75	3.37	3.40	3.03
	JUN 72	2.46	2.83	3.28	3.41	3.03
10. Soldiers' performance of their regular duties.	MAY 71	2.40	2.70	3.02	3.41	2.86
	NOV 71	2.30	2.60	2.98	3.02	2.89
	JUN 72	2.40	2.59	2.99	2.90	2.81
11. Soldiers' willingness to maintain the Army's standard of conduct.	MAY 71	2.69	3.12	3.53	3.92	3.61
	NOV 71	2.56	2.89	3.52	3.62	3.28
	JUN 72	2.60	2.88	3.23	3.34	3.03
12. Observance of military courtesy.	MAY 71	2.76	3.21	3.78	4.17	3.77
	NOV 71	2.62	3.08	3.77	3.88	3.70
	JUN 72	2.69	2.89	3.63	3.68	3.39

Examination of Table 12, which shows those items and groups which had significant changes in the response categories selected by the members of the groups, lends further support to the conclusion that discipline has not suffered at Fort Benning. Generally speaking, the "Much Better" response option showed the largest number of gains, when all of the discipline indicators are considered. This was followed in order by the "Not Changed" and the "Somewhat Better" categories of response. The "Somewhat Worse" category of response showed the next to the least number of increases in percentage of personnel selecting that category, while the "Much Worse" category of response showed the least increase.

The final question on the survey of attitudes toward discipline was: "Do you feel that the changes made under the Benning Plan (Project VOLAR) have caused an increase in discipline problems?" Analysis of the data from this item showed that the E6, E7-E9, and officer groups had significant ($p < .05$) increases in the percentage of personnel responding "YES" to this item in the NOV 71 to JUN 72 comparison. When the MAY 71 and JUN 72 data for this item were compared, the E1-E4 group showed significantly ($p < .01$) fewer personnel responding "YES" to this item while the officer group showed significantly ($p < .02$) more personnel responding "YES" to this item in JUN 72.

In order to explain the obvious contradiction between attitudes toward the twelve indicators of discipline and the responses to the last item in the survey, the average response for each group and the changes in response options selected by the groups were examined. This investigation shows that the items dealing with military courtesy (Item #12) and with soldiers' appearance (Item #8) had the lowest average group rating for the E6, E7-E9, and Officer groups. These findings would indicate that the personnel in these groups may be responding to the last item in the survey based on these more "traditional" and convenient measures of discipline. These two areas, military courtesy and appearance, were also objects of VOLAR actions (i.e., individuals no longer salute officer's cars, relaxation of the Army's hair regulation, etc.). These results, therefore, suggest that the more senior enlisted men and, perhaps, the more senior officers, are still measuring discipline by earlier standards. This explanation would be consistent with attitudes of the E1-E4, and E5 groups and with the observance of the positive change among the senior enlisted and officer groups from MAY and NOV 71 to JUN 72.

In conclusion, the data from the survey on attitudes toward discipline do <u>not</u> support the hypothesis that the VOLAR experiment at Fort Benning has caused an increase in discipline problems. Rather, these data indicate that there has been very little change in the status of discipline at Fort Benning and that any change which has taken place may, indeed, be for the better.

Analysis of Several Discipline Indicators

It seems logical to assume that, if there had been an increase in disciplinary problems at Fort Benning during the course of the VOLAR experiment, then there would have been a significant increase in indicators of the status of discipline (e.g., AWOL rates, Article 15 rates, courts martial rates, etc.). Rates of incidents per one thousand of post population were collected for the first five months of CY 70 (prior to the start of VOLAR at Fort Benning), all of CY 71, and the first five months of CY 72; the only months for which CY 72 data were available at the time of this report. These rates were then ranked from lowest to highest and compared for significant differences using Mann-Whitney U-tests of significance.

Although enlisted Article 15 rates for the first three months of CY 72 were higher than those for all but two of the five months for CY 70, the overall difference between enlisted Article 15 rates for the first five months of these two years was not significant. Similarly, overall differences between CY 72 rates and those for CY 71 were not significant. Although CY 72 started with rather large Article 15 rates, the rates for April and May dropped sharply. CY 71 rates also compared favorably with CY 70 enlisted Article 15 rates.

Comparison of the enlisted courts martial rates for CY 70 and CY 72 (first five months) showed that, while the majority of CY 72 monthly rates were lower than the CY 70 rates, overall differences between years were not statistically significant. Comparison of the CY 71 and CY 72 enlisted courts martial rates showed the CY 72 rates to be significantly ($p < .03$) lower.

The difference between the CY 70 and the CY 72 rates for enlisted AWOLs was not significant, and neither was the difference between CY 71 and CY 72 enlisted AWOL rates. Comparison of crimes of violence showed no significant differences between CY 72 and either CY 70 of CY 71. The final comparisons of interest were the rates of Congressional Inquiries. There were significantly ($p \leq .008$) fewer Congressional Inquiries in the first five months of CY 72 than in the same months of CY 70. The rates for CY 71 and CY 72 showed no significant difference.

These results demonstrate that, on the basis of reported discipline indicators, there have been no significant increases in discipline problems at Fort Benning during the progress of the VOLAR experiment. There were, in fact, significant decreases in enlisted courts martial rates and significant decreases in Congressional Inquiry rates. While Congressional Inquiry rates are not discipline indicators, in the strictest sense of the term, they do indicate the degree to which individuals within the Fort Benning community are seeking outside help in the solution of their problems. This, in turn,

suggests that enlisted personnel at Fort Benning either have fewer such problems, or feel more confident that they can find help for those problems within Fort Benning, or both. In conclusion, there seem to have been no increases in discipline problems at Fort Benning that can be associated with the implementation of Project VOLAR efforts to reduce inequities, enhance professionalism, and generally make Army service more attractive and rewarding.

Soldiers' Reaction to Fort Benning as a Post

In another area of analysis, attention was directed to the extent to which Fort Benning VOLAR actions might have influenced attitudes toward the installation, regardless of whether attitudes toward the Service, as a whole, might have been influenced. In the VOLAR survey, attitudes on this subject were assessed by the following question:

> Compared to other Army posts within the United States, where I have been assigned, this post is:
>
> 1. One of the best.
> 2. About average.
> 3. One of the worst.
> 0. I have served at no other post.

In order to evaluate the statistical significance of the response distribution shifts shown in Table 14, two-by-three chi-squares were performed on the data from NOV 70 to MAY 72 and from NOV 71 to MAY 72 for each major group. The results of these analyses for first-tour enlisted groups show significant ($p < .001$) positive change from NOV 70 to MAY 72 and a nonsignificant change from NOV 71 to MAY 72. The first-tour officers showed nonsignificant positive changes from both NOV 70 and NOV 71 to MAY 72. The results for the extended-tour enlisted groups showed significant ($p < .05$) positive change in the rating of Fort Benning from NOV 70 to MAY 72 and significant ($p < .05$) negative change from NOV 71 to MAY 72. Finally, the extended-tour officer groups showed a significant ($p < .01$) positive change from NOV 70 to MAY 72 and a nonsignificant positive change from NOV 71 to MAY 72.

These data indicate that there has been a fairly consistent positive increase in the rating of Fort Benning during the period of the VOLAR experiment. For all group-time comparisons except first-tour officers from NOV 70 to JUN 71 and extended-tour enlisted men from NOV 71 to MAY 72, there has been an increase in the percentage of personnel who indicated that Fort Benning is one of the best posts to which they had been assigned. The first-tour officer groups from NOV 70 to JUN 71 showed the same percentage indicating response "1". However, this was set off by a much larger percentage in MAY 72 indicating that Fort Benning was the best post. It should also be noted that, while Fort Benning was rated by group mean responses as above average prior to the VOLAR

TABLE 14

Satisfaction With Fort Benning

		Percentage Responding:			
		1	2	3	Mean Response
First-Tour Enlisted	NOV 70	36.3	45.7	18.0	1.82
First-Tour Enlisted	JUN 71	52.6	35.4	12.0	1.59
First-Tour Enlisted	NOV 71	54.1	37.2	8.7	1.55
First-Tour Enlisted	MAY 72	56.6	33.8	9.6	1.53
Extended-Tour Enlisted	NOV 70	32.2	49.2	18.6	1.86
Extended-Tour Enlisted	JUN 71	40.9	45.6	13.5	1.73
Extended-Tour Enlisted	NOV 71	46.3	40.6	13.1	1.67
Extended-Tour Enlisted	MAY 72	39.6	50.7	9.7	1.70
First-Tour Officer	NOV 70	46.5	42.8	10.7	1.64
First-Tour Officer	JUN 71	46.5	46.5	7.1	1.61
First-Tour Officer	NOV 71	50.0	42.6	7.4	1.58
First-Tour Officer	MAY 72	55.8	34.9	9.3	1.53
Extended-Tour Officer	NOV 70	53.4	38.8	7.8	1.54
Extended-Tour Officer	JUN 71	57.0	36.0	7.0	1.50
Extended-Tour Officer	NOV 71	62.6	33.0	4.4	1.42
Extended-Tour Officer	MAY 72	65.3	31.2	3.5	1.38

Compared to other Army posts within the United States, where I have been assigned, this post is:

1. One of the best.
2. About average.
3. One of the worst.
0. I have served at no other post.

NOTE: Low score is desirable.

experiment, there were larger decreases (more positive change) in group means earlier in the experiment, with the exception of first-tour officers, than in the last six months of the VOLAR experiment. This indicates that the changes made at Fort Benning during the period of the VOLAR experiment have become accepted as more commonplace than unusual. These results indicate that VOLAR actions implemented at Fort Benning have, to some extent, caused more favorable attitudes toward Fort Benning as a military post and that with the expansion of the VOLAR program during FY 72, the uniqueness of Fort Benning has somewhat diminished.

IMPACT OF VOLAR ON ACTUAL REENLISTEES AND SEPARATEES

In order to assess attitudes toward VOLAR actions and to estimate the impact of VOLAR actions on the decision to reenlist or to leave the Army, structured interviews were administered to randomly selected personnel in both categories. Interviewees were selected by the last two digits of their social security account number from a sample pool created by the following criteria:

1. Reenlistees- Of the personnel reenlisting or extending for two years or more, only those who reenlisted or extended during the week prior to the scheduled interview were sampled.

2. Separatees- Of the people separating, only those whose ETS date was the week following the scheduled interview and who were eligible for reenlistment were sampled.

A team of four trained interviewers traveled to each major command once a week to administer the interviews. The data to be discussed here were collected from early September 1971 through late April 1972, and represents only a portion of the data collected. For a more detailed examination of all data collected, the reader is referred to TAB B of this report.

Table 15 shows the response distributions of the three groups of interest (Reenlistees, first-tour, three years or less of service; Reenlistees, extended-tour, more than three years of service; and Separatees, first-tour, with three years or less of service) to the following question:

> How do you feel that Project VOLAR, after fully implemented, will affect the Army?
>
> 1. Much better as a career.
> 2. A little better as a career.
> 3. No change as a career.
> 4. Worse as a career.

Figure #5

REENLISTING AND SEPARATING INTERVIEWS

"How will Project VOLAR, after fully implemented affect the Army as a career?"

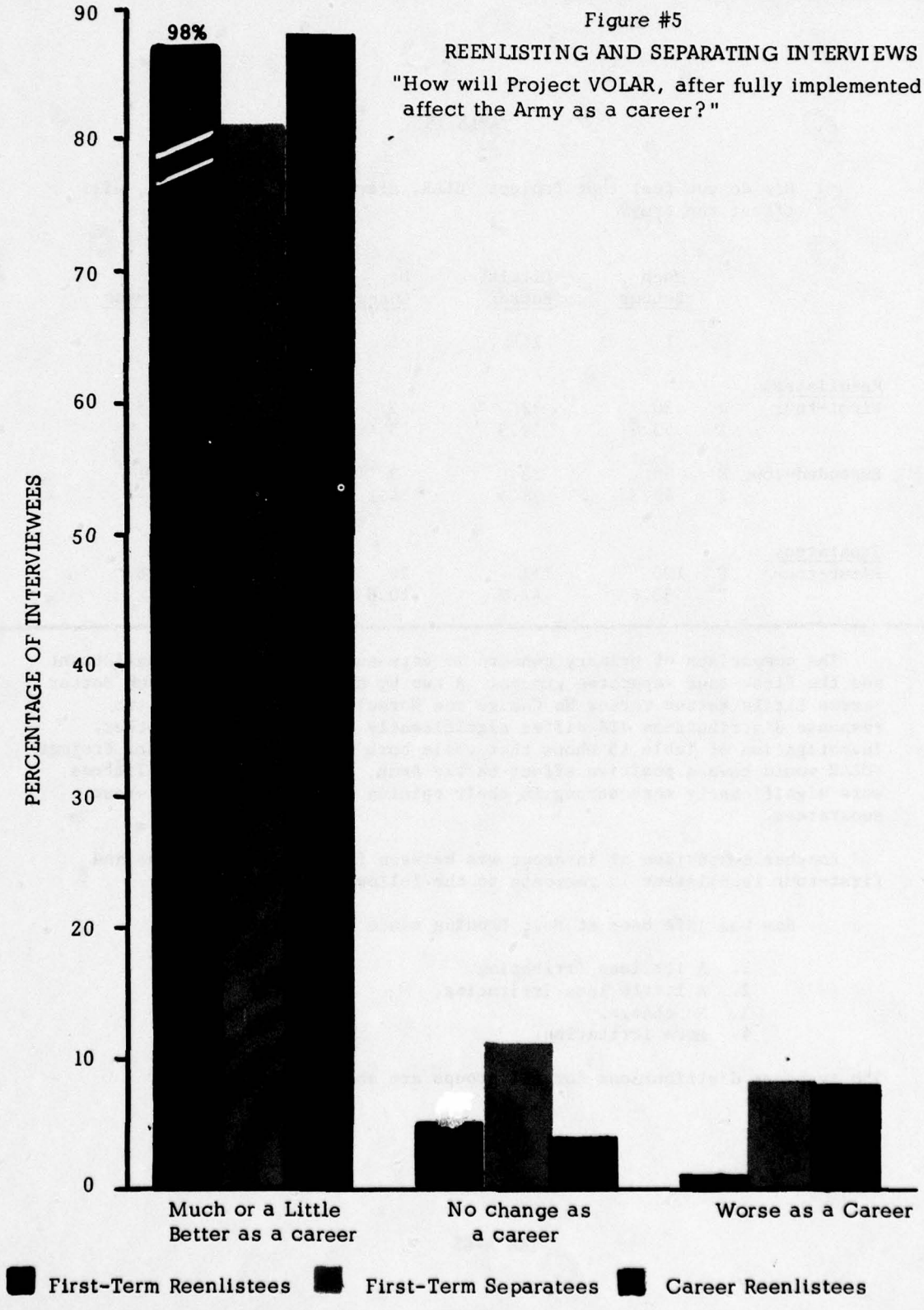


TABLE 15

How do you feel that Project VOLAR, after fully implemented, will affect the Army?

		Much Better	Little Better	No Change	Worse	Mean Response
		1	2	3	4	
Reenlistees						
First-tour	N	30	22	3	1	1.55
	%	53.6	39.3	5.4	1.8	
Extended-tour	N	36	28	3	6	1.71
	%	49.3	38.4	4.1	8.2	
Separatees						
First-tour	N	100	111	28	20	1.88
	%	38.6	42.9	10.8	7.7	

The comparison of primary concern is between the first-tour reenlistment and the first-tour separatee groups. A two by three chi-square (Much Better versus Little Better versus No Change and Worse) showed that these two response distributions did differ significantly ($p < .05$) from each other. Investigation of Table 15 shows that while both groups indicated that Project VOLAR would have a positive effect on the Army, the first-tour reenlistees were significantly more strong in their opinion than were the first-tour separatees.

Another comparison of interest was between first-tour separatees and first-tour reenlistees in response to the following question:

How has life been at Fort Benning since Project VOLAR?

1. A lot less irritating.
2. A little less irritating.
3. No change.
4. More irritating.

The response distributions for all groups are shown in Table 16.

Figure #6

REENLISTING AND SEPARATING INTERVIEWS

"How has life been at Fort Benning since Project VOLAR?"

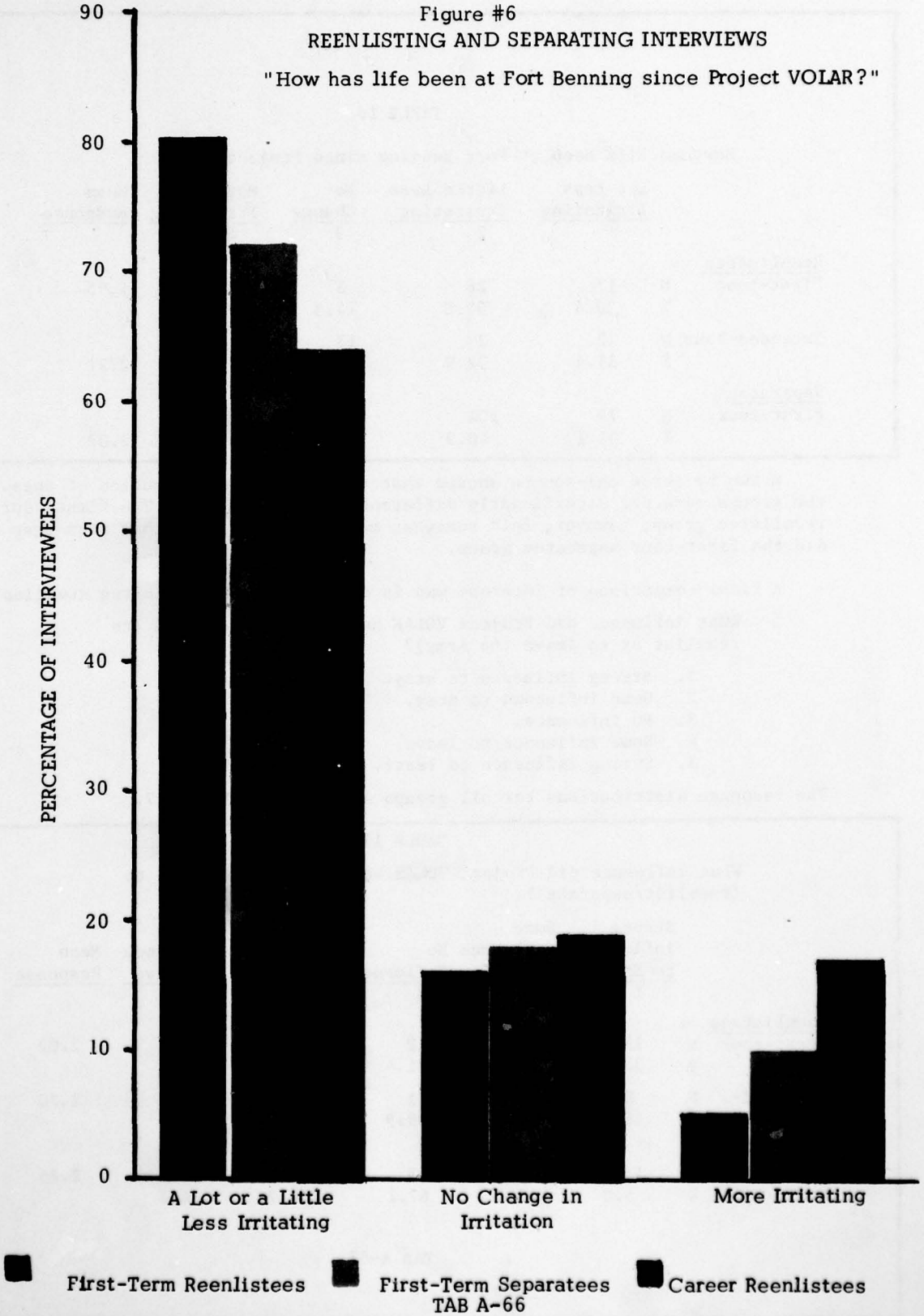


TABLE 16

How has life been at Fort Benning since Project VOLAR?

		Lot Less Irritating 1	Little Less Irritating 2	No Change 3	More Irritating 4	Mean Response
Reenlistees						
First-tour	N	17	28	8	3	1.95
	%	30.4	50.0	14.3	5.4	
Extended-tour	N	22	23	13	12	
	%	31.4	32.9	18.5	17.2	2.21
Separatees						
First-tour	N	79	104	45	26	
	%	31.1	40.9	17.7	10.2	2.07

A two by three chi-square showed that the response distribution of these two groups were not significantly different from each other. The first-tour reenlistee group, however, felt somewhat more strongly about this item than did the first-tour separatee group.

A final comparison of interest was in response to the following question:

What influence did Project VOLAR have on your decision (to reenlist or to leave the Army)?

1. Strong influence to stay.
2. Some influence to stay.
3. No influence.
4. Some influence to leave.
5. Strong influence to leave.

The response distributions for all groups are shown in Table 17.

TABLE 17

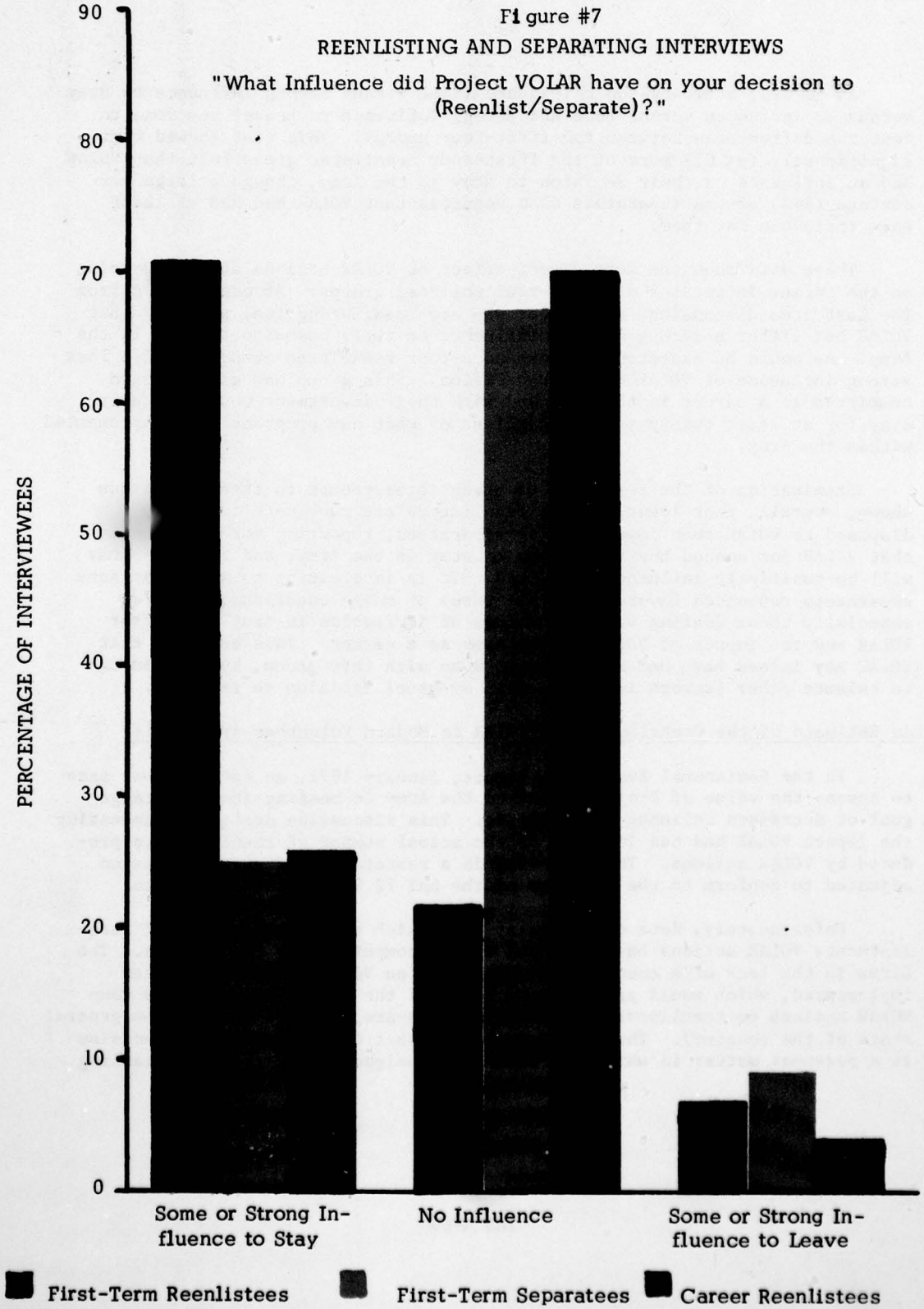
What influence did Project VOLAR have on your decision to (reenlist/separate)?

		Strong Influence to Stay 1	Some Influence to Stay 2	No Influence 3	Some Influence to Leave 4	Strong Influence to Leave 5	Mean Response
Reenlistees							
First-tour	N	19	21	12	1	3	2.07
	%	33.9	37.5	21.4	1.8	5.4	
Extended-tour	N	8	11	51	1	2	2.70
	%	10.9	15.1	69.9	1.4	2.7	
Separatees							
First-tour	N	13	48	173	12	12	2.85
	%	5.0	18.6	67.1	4.7	4.7	

Figure #7

REENLISTING AND SEPARATING INTERVIEWS

"What Influence did Project VOLAR have on your decision to (Reenlist/Separate)?"



As before, a two-by-two chi-square (Some versus Strong Influence to Stay versus No Influence versus Some and Strong Influence to Leave) was done to test the differences between the first-tour groups. This test showed that significantly ($p<.01$) more of the first-tour reenlistee group felt that VOLAR had an influence on their decision to stay in the Army, though a large percentage (24%) of the separatees also reported that VOLAR had had at least some influence for them.

These data show the most direct effect of VOLAR actions at Fort Benning on the career intentions of first-tour enlisted groups. As can be seen from the last item discussion, respondees who are reenlisting feel strongly that VOLAR had either a strong or some influence on their decision to stay in the Army. As would be expected, the extended-tour reenlistee group showed a less strong influence of VOLAR on their decision. This group has already been committed to a career in the Army and with their investment would probably stay for at least twenty years regardless of what new programs were implemented within the Army.

Examination of the responses of these three groups to these questions shows, overall, that lower-ranking reenlistees are much more favorably disposed to VOLAR than lower-ranking separatees, reporting more frequently that VOLAR influenced their decision to stay in the Army, and that the Army will be positively influenced by VOLAR. It is interesting to note that some separatees responded favorably to all three of these questions, and especially those dealing with the amount of irritation in Army life after VOLAR and the impact of VOLAR on the Army as a career. This suggests that VOLAR may indeed have had an influence even with this group, but not enough to balance other factors in favor of an eventual decision to reenlist.

An Estimate of the Contribution of VOLAR to Modern Volunteer Army Goals

In the Semiannual Evaluation Report, January 1972, an estimate was made to assess the value of Project VOLAR to the Army in meeting its long-range goal of decreased reliance on the draft. This discussion dealt with assessing the impact VOLAR had had in terms of the actual number of reenlistments produced by VOLAR actions. The following is a restatement of that discussion adjusted to conform to the findings of the MAY 72 VOLAR evaluation data.

Unfortunately, data do not exist from which the actual number of reenlistments VOLAR actions have produced can be computed, for two reasons. The first is the lack of a control post, at which no VOLAR actions have been implemented, which would provide some index of the impact of Army-wide non-VOLAR actions on reenlistments (as well as non-Army factors such as the general state of the economy). The second reason is that each reenlistment decision is a personal matter in which the individual weighs many factors in reaching

his final decision. (This is demonstrated by the fact that 23.6% of the lower-ranking separatees felt that VOLAR had had some effect on their decisions - yet these decisions were nonetheless to separate.)

However, while definitive answers cannot be provided to the question of the contribution of VOLAR in meeting Modern Volunteer Army goals, it is possible nonetheless to make a crude logical estimate of the possible contribution VOLAR has made. This estimate can be made from two sources, the comparison of responses of reenlistee/separatee groups to the item asking what influence Project VOLAR had on their decision to reenlist or leave the Army, and the reenlistment experience for Fort Benning during CY 1972 in comparison with the same experience during CY 1970.

If the responses of the lower-ranking groups to the question shown in Table 17 are re-examined, it can be seen that 61 separatees, from the total group of 258 separatees, reported that VOLAR had had some influence on their decisions to reenlist or leave the Army. If it can be assumed that these individuals are all reporting favorable sentiment toward VOLAR (i.e., that they are not saying that VOLAR influenced them to leave), then it is reasonable to conclude that this is a fair estimate of the percentage of individuals in the total sample who report favorable influence from VOLAR, but were not in fact favorably influenced. (This could occur because of response biases, a desire to please by giving desirable responses, or perhaps "real" factors such as a genuinely favorable response to VOLAR which is outweighed by other factors.)

Examination of the reenlistee group shows that 40/56 or 71% of reenlistees reported a favorable VOLAR influence on their decisions to stay in the Army. If it can be assumed that the same percentage of this group responded favorably for extraneous reasons as did separatees (24%) then the following adjustment should yield the percentage of reenlistees who perhaps were actually favorably influenced to stay in the Army by VOLAR:

$$\frac{40 - (.24)X(56)}{56} = \text{percentage of reenlistees actually influenced by VOLAR}$$

This computation suggests that perhaps 47% of actual reenlistees in the sample studied were actually influenced by VOLAR. A further computation (division of the numerator of the above fraction by the total persons studied, 314) suggests that perhaps 8% of the total sample of first-tour enlisted was actually influenced by VOLAR to reenlist (an increase from the 6% estimate in the January 1972 Fort Benning Semiannual Evaluation Report). These outcomes must, of course, be interpreted with extreme caution. In the first place, the total sample sizes are relatively small, and these numbers may well be in error because of sampling error. Further, these outcomes are valid by inference only, i.e., there is no direct proof that 47% of even these reenlistees were the result of VOLAR influence. However, lacking a control post, data from these two groups of first-tour soldiers may be the best

available measure of the extent of VOLAR influence on reenlistment behavior. With the above cautions, this measure suggests that if VOLAR were implemented Army-wide with the same effectiveness as it has been implemented at Fort Benning, perhaps as many as 8% of Army first-tour soldiers eligible for reenlistment would be influenced to stay in the Army when they otherwise would not have.

Discussion

This report is the last formal Semi-Annual Evaluation of the VOLAR experiment at Fort Benning. As such, an attempt has been made to make it more comprehensive than others have been. Rather than covering only the final six months of FY 1972, the analyses have included base line data from November 1970, and comparison data from November 1971. Numerous references have been made to trends and significant changes which have occurred over the entire period of the VOLAR experiment.

Because of the large variety of data collected during the evaluation, the results just presented have been complex, and the detailed presentation of the results has been both technical and involved. A primary purpose of the present discussion section will be to attempt to summarize some of the major results that were found, and to speculate concerning the reasons for some of these results.

Findings concerning the impact of VOLAR actions seem actually to be in conflict at some points. When data from November 1970 are compared with data from May 1972, the attitudes of both officers and soldiers (particularly first-tour) toward specific VOLAR actions show a massive positive impact. On the other hand, comparisons from November 1971 to May 1972 show fewer significant changes, and even some significant negative changes. Further, if the four general attitude areas (needs for security, pride in service, understanding leadership, and equitable returns from military service) are considered, the impact seems measurably lower. While the comparisons for first-tour enlisted personnel were positive and significant in all four areas from November 1970 to May 1972, similar significant gains were not made among even these personnel when the comparison is from November 1971 to May 1972. Further, extended-tour personnel, both enlisted and commissioned, show at least some negative changes in these four need areas in all comparisons, some of them significant. Finally, in the comparison from November 1971 to November 1972, commissioned personnel uniformly showed negative change in all areas, though these changes did not achieve significance.

The contradictions in the data extend also to expressed career intentions and actual career decision behavior. Among first-tour enlisted personnel, there have been very substantial gains in career intentions, especially during the last evaluation period. There is also evidence of significant increase in actual

reenlistments among these soldiers. However, OBV officer rates of request for retention and for voluntary indefinite status were significantly lower in CY 72 than in either CY 70 or CY 71, and there were significantly higher rates of voluntary indefinite officers requesting release from active duty. But again, there was a contrast. Rates per thousand of voluntary indefinite and OBV officers requesting regular Army appointments were significantly larger in CY 72 than in CY 70 for OBV officers, and CY 71 for voluntary indefinite officers.

There are many possible explanations for these apparently conflicting results. For example, it may well be that most of the positive attitude changes toward specific actions occurred primarily during the first six months of the VOLAR experiment, leaving little additional room for change in the following twelve months. On the other hand, it is possible that there has been some erosion of effect where some of the VOLAR actions are concerned. Yet again, it is possible that a substantial number of the personnel surveyed in May 1972 simply lacked the necessary experience with the pre-VOLAR life at Fort Benning to be able to provide a valid contrast. Finally, it is always possible that unidentified additional factors might have influenced attitudes at the later measurement periods, perhaps among some of the groups and not among others -- to complicate matters even further.

Unfortunately, there is no concrete basis in the data for choosing among these several possibilities. Though it would be highly useful to be able to choose among these possible factors as reasonable explanations of the apparently conflicting results, any attempt to do so would border on speculation. However, such speculation may not be entirely inappropriate. There are many suggestive clues in the data, particularly some of the supplementary data such as were obtained in the Re-Up/ETS study (see TAB B). These clues have been used to construct the following frame of reference, which may be helpful in interpreting both the results of the present evaluation and the ones preceding it.

One of the most important observations, when examining the evaluation results from one time period to another, is that changes in level of satisfaction with the areas addressed by specific VOLAR actions occurred extremely rapidly, and to a massive extent. The very first semi-annual survey following implementation of the VOLAR experiment found these massive changes already to have occurred. However, the level of change found in general attitudes toward the Army (pride in service, security, leadership, and inequities) was not dramatic. Further, the level of change in career intentions was not significant, even for first-tour enlisted personnel, though a positive trend was apparent in the data. Finally, the level of change in actual reenlistment was not found to be significant, either, though a positive trend was apparent there also.

In following evaluations, the change in general attitudes for first-tour enlisted personnel became significant and large. Career intentions underwent slower change, with the improvement noted in the present evaluation being perhaps the most dramatic single change to have occurred (for first-tour enlisted personnel). Actual career behavior has also been moving in the positive direction, with some data from the Re-Up/ETS study suggesting that the actual level of VOLAR impact on reenlistments may be accelerating. Thus, the general picture seems to be that of very rapid impact on attitudes toward specific VOLAR actions, somewhat slower change in general attitudes, even slower change in expressed career intentions, and slowest change in actual reenlistment behavior.

If these observations -- concerning first-tour enlisted personnel -- are not incorrect, then it is possible to suggest a possible explanation for some of the apparent contradictions identified earlier in this section. It seems reasonable that a change in level of satisfaction with a concrete VOLAR action could, and should, occur rapidly. That is, if a soldier is working a seven day week, and then is placed on a five day week, it is reasonable to expect that he would report immediately greater satisfaction with the length of his work week. However, it is probable that this would not necessarily increase his satisfaction with the Army, or his intention to reenlist. Satisfaction with the Army, a more general kind of attitude, is undoubtedly the result of the soldier's balancing many factors against one another, the length of his work week being only one. Since a balance among many factors would require his reassessment of experience with all of them, it could be expected to require more time than reassessment of one single area. Similarly, an actual decision to reenlist, either career intentions statement or actual behavior, would surely involve even more factors, which would require even longer time for achieving a clear-cut balance.

It seems reasonable to conclude, therefore, that the apparent contradictions in the data, at least insofar as first-tour personnel are concerned, may be explained at least in part by the probable fact that different kinds of attitudes change at different rates. The more concrete and simple the attitude is, the more rapidly it can change as a result of a VOLAR action. The more complex, and the greater the number of factors on which it depends, the more slowly it is likely to change. Decisions concerning reenlistment behavior, and the actual behavior itself, are probably among the most complex measured in these evaluations, and probably the slowest to change. If this is a correct view, then the change found thus far in data from first-tour enlisted personnel is all the more encouraging. The strong implication would be that VOLAR at Fort Benning might be expected to produce even greater future change than has already been noted, if the level of effort supporting VOLAR is not decreased.

Insofar as first-tour personnel are concerned, it is probable that a second process was also occurring, which may explain at least a part of the lag in career intentions and actual reenlistment behavior. In all likelihood, most soldiers viewed the onset of VOLAR with some skepticism. A typical attitude might have been, "It sounds good, but will it last?" It is undoubtedly widely recognized that programs such as VOLAR can become perishable when key senior officers change. However, the reenlistment term is quite permanent, once it is undertaken. It seems quite likely that many soldiers might very well have taken a "wait and see" approach during the early months of VOLAR. To indicate a high level of satisfaction with a concrete VOLAR action would have been only honest; to indicate an immediate change in career intentions could possibly have been considered wishful.

This kind of frame of reference could also explain the slow acceleration in positive career intentions responses, and the actual career decisions. It would be a reflection of initial caution, followed by increasing numbers of soldiers who have become convinced that VOLAR is "for real".

Of course, these explanations do not satisfactorily deal with the results found for extended-tour personnel, or even for first-tour officers in the present survey. To examine the situation regarding first-tour officers first, it seems likely that two factors have been operating simultaneously to produce the results obtained. The first is that there has been an increasing percentage of active duty for training officers in the surveyed first-tour officer group, over the past three evaluations. In the May 1972 data, the percentage of this category of officer was very substantial. It is not surprising that these officers would indicate an intention to leave the Army at the end of their current tour of active duty, and an overwhelming percentage of them do exactly that. Examination of the responses of officers in this category, as opposed to all other first-tour officers in each survey, shows that the responses of this subgroup have been largely responsible for the recent negative changes in expressed career intentions among first-tour officers, and probably the negative changes in general attitudes toward the Army. That is, it is probable that attitudes toward the Army and career intentions have not changed negatively. Rather, it is more likely that the proportion of first-tour officers who have negative attitudes and negative career intentions has increased.

However, this is probably not the only cause of the observed results. Yet a second factor probably should be recognized. As was noted earlier, there has been, <u>at the same time</u>, an increase in requests for RA appointments, and an increase in OBV officer rates of request for release from active duty. It seems quite possible that these observations are a result of the reduction in force that occurred earlier in FY 72. This suggests that young officers may be saying, in effect, that they are willing to sign up for a career, provided they can have the assurance that that career will not be prematurely terminated. If this is correct, the current findings for first-tour officers reflect factors which are relatively independent of VOLAR, and which VOLAR could not have been expected to deal with.

The patterns of changes among extended-tour personnel probably can also be attributed to factors outside VOLAR. For extended-tour personnel, there were significant decreases in pride in Army service, and nonsignificant decreases in feelings that Army service brings security, and Army leadership is understanding. (These are November 70 to May 72 comparisons.) That these changes were significant, while changes from November 71 to May 72 were not, suggests that the largest part of these negative changes occurred prior to the data collection in November 71. It will be recalled that the reduction in force took place prior to that time, as did the initiation of more stringent reenlistment requirements for senior noncommissioned officer personnel. It seems very likely that these changes in general attitudes may very possibly be a reflection of those changes, which were in no way related to VOLAR.

Some major conclusions can be drawn from the results of the present evaluation, and from the attempted explanations, as presented above. First, it is apparent that the VOLAR program at Fort Benning has had a massive impact on first-tour enlisted personnel, in all categories of desired outcomes. This includes attitudes toward specific VOLAR actions, general attitudes toward the Army, expressed career intentions, and actual reenlistment behavior. There is some evidence that these last two categories of outcome are slow to mature, and that even greater impact in these categories can be expected in the future if VOLAR support is maintained.

A second conclusion is that VOLAR either has not influenced the other groups studied (first-tour officers, extended-tour officers, extended-tour enlisted personnel), or has been an inadequate influence to counteract other factors that have been operating. That this is so is not surprising; VOLAR actions have, in the main, been targeted toward first-tour enlisted men. (Some actions of the U. S. Army Infantry School have been highly approved by officer students; however, it is unlikely that these actions have been as strongly associated with VOLAR as the actions directed toward first-tour enlisted personnel.)

Third, among the four general attitude areas (pride, security, inequities, and leadership) some are more strongly associated with expressed career intentions than others. Security and pride were more strongly related to expressed career intentions, while inequity and leadership were less strongly related. Findings in the Re-Up/ETS study suggest the probable reason for the strong relationship between security and career intentions. A substantial number of reenlisting soldiers are married, with dependents toward whom they probably feel responsibilities. However, a feeling of pride from one's service is a necessary ingredient, apparently, for both married and unmarried soldiers.

Fourth, these findings, together with the findings from the Re-Up/ETS study (see TAB B) suggest areas in which further beneficial actions could be taken. Since the reenlisting soldier is likely to be married, with family responsibilities,

actions to enhance the quality of his family life will probably make the Army more appealing to him. For both the first-tour officer and the unmarried soldier, a feeling of satisfaction and pride from their daily activities is probably necessary. Without the compelling pressures of family responsibilities which lead to a desire for financial security, the unmarried soldier must enjoy what he does, or he will seek more desirable career pursuits. Inequities seem to have been well addressed by VOLAR, thus far. Leadership and pride in service, the former especially, remain as less well addressed areas, at least in the present data.

Finally, it seems appropriate to inject a note of caution. Two general reasons were explored, to explain the relatively slow development of positive career oriented behavior among first-tour enlisted soldiers. One of these was the possibility that they may have been engaging in "wait and see" behavior. If this is correct, then it seems likely that the dramatic improvement in expressed career intentions, and the seemingly accelerating reenlistment behavior (see Re-Up/ETS study, TAB B) reflect soldiers' views that a credibility gap does not actually exist. That is, more and more soldiers may be believing that the Army is serious, and that VOLAR is "for real". If these are correct interpretations of the data, then it would seem equally logical to conclude that any lessening of support for VOLAR might be viewed by soldiers as the long-awaited program de-emphasis; it seems also logical to conclude that such a reaction might well produce a real credibility gap that could require a very long time to bridge.

APPENDIX 1

TAB A

OVERALL SCIENTIFIC EVALUATION

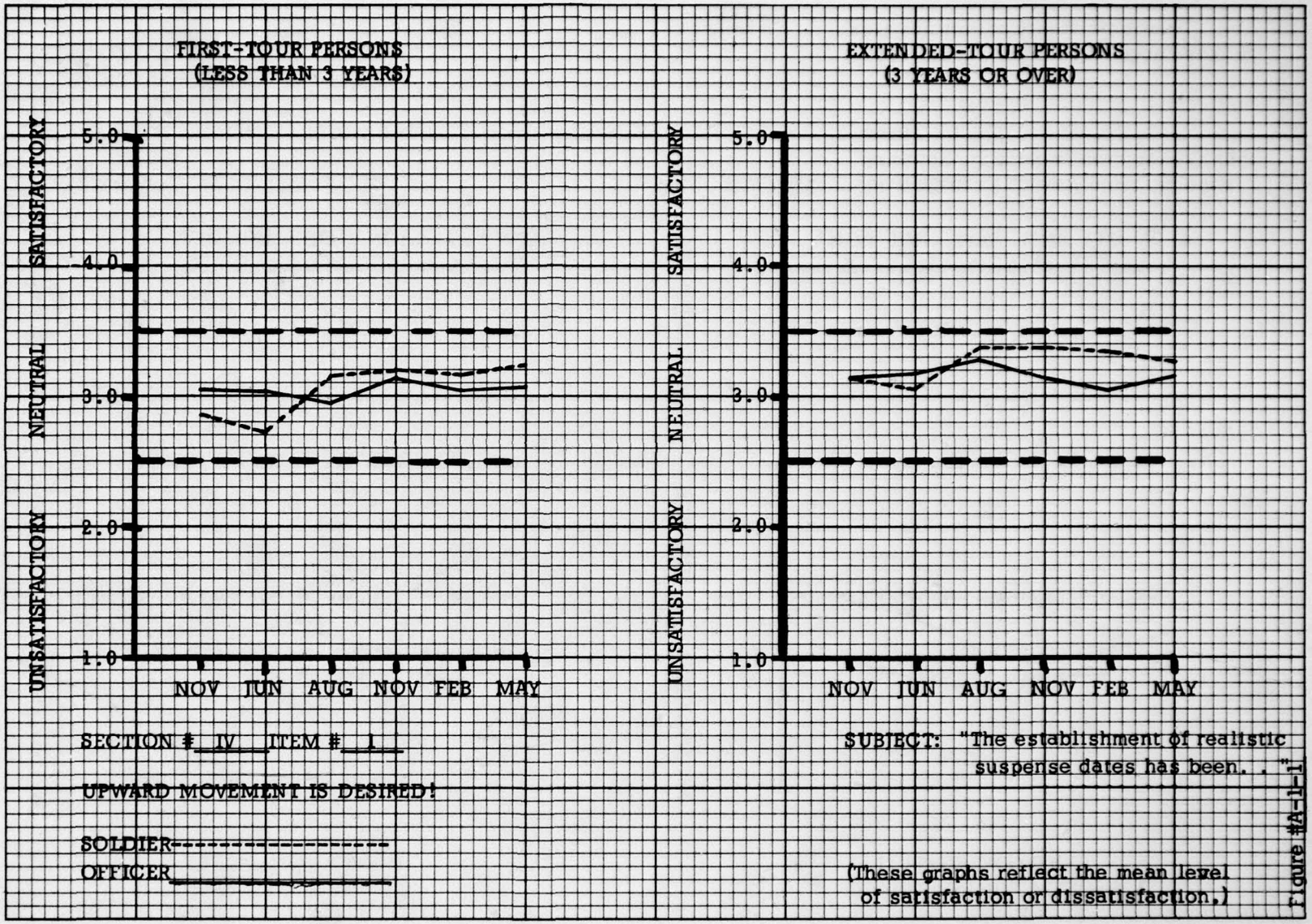

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SECTION # IV ITEM # 1
UPWARD MOVEMENT IS DESIRED!
SOLDIER----------
OFFICER_____
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SUBJECT: "The establishment of realistic suspense dates has been. . ."
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

Figure #A-1-1

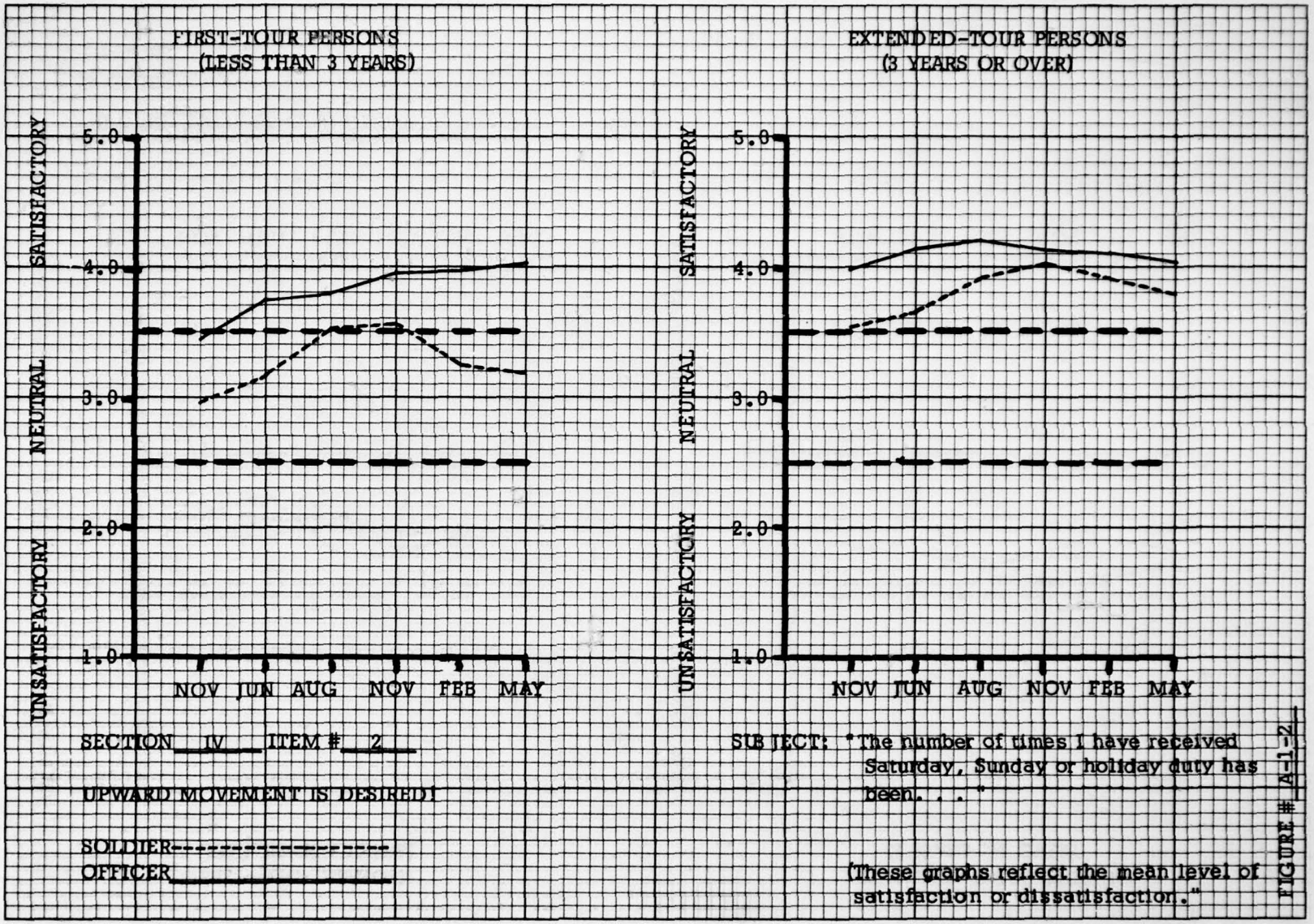
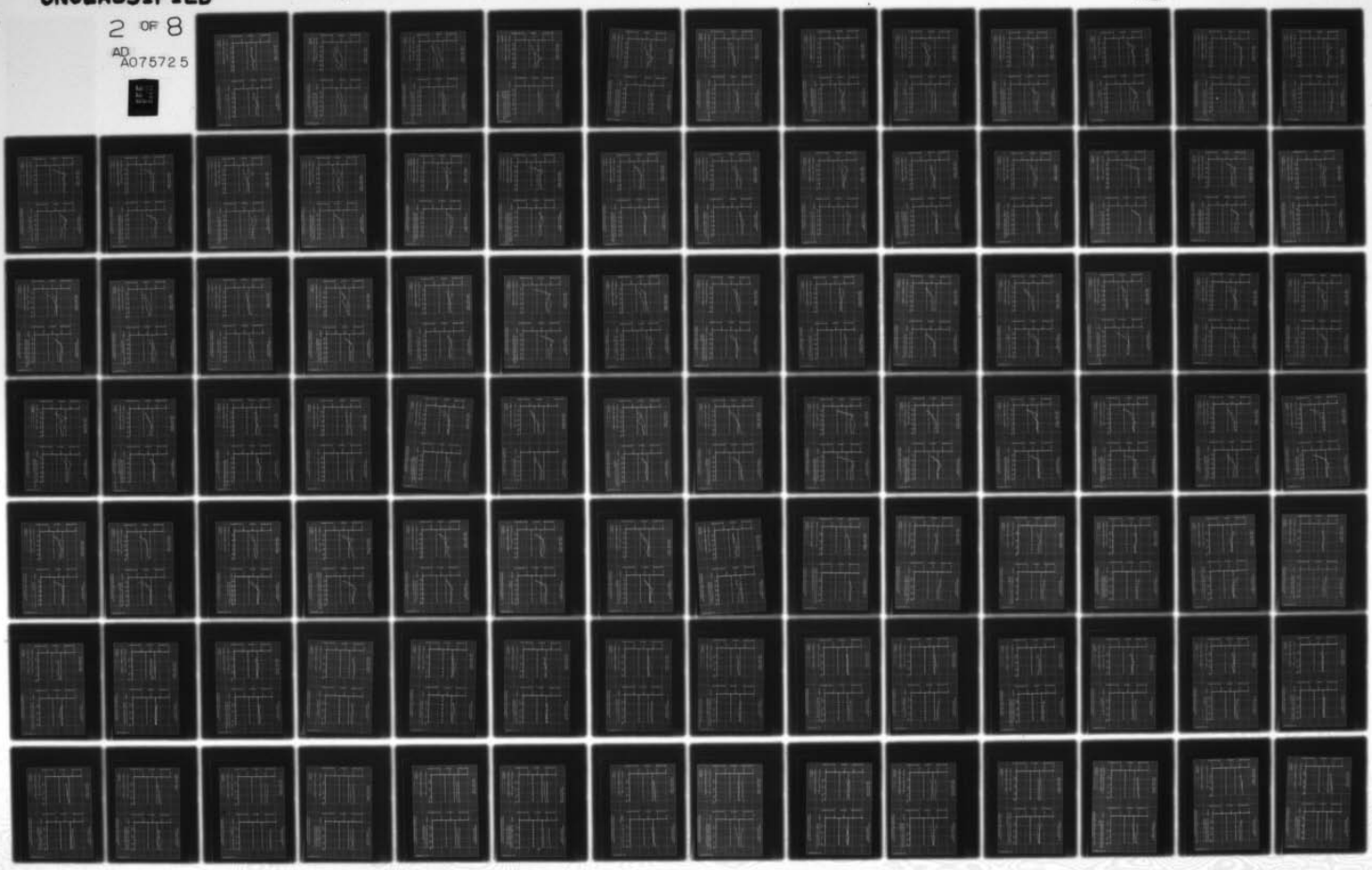

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SECTION IV ITEM # 2
UPWARD MOVEMENT IS DESIRED!
SOLDIER----------
OFFICER----------
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SUBJECT: "The number of times I have received Saturday, Sunday or holiday duty has been. . . ."
"These graphs reflect the mean level of satisfaction or dissatisfaction."

FIGURE # A-1-2

AD-A075 725 ARMY INFANTRY CENTER AND FORT BENNING GA F/G 5/9
MODERN VOLUNTEER ARMY EXPERIMENT-1972.(U)
JUL 72

UNCLASSIFIED NL

2 OF 8
AD A075725



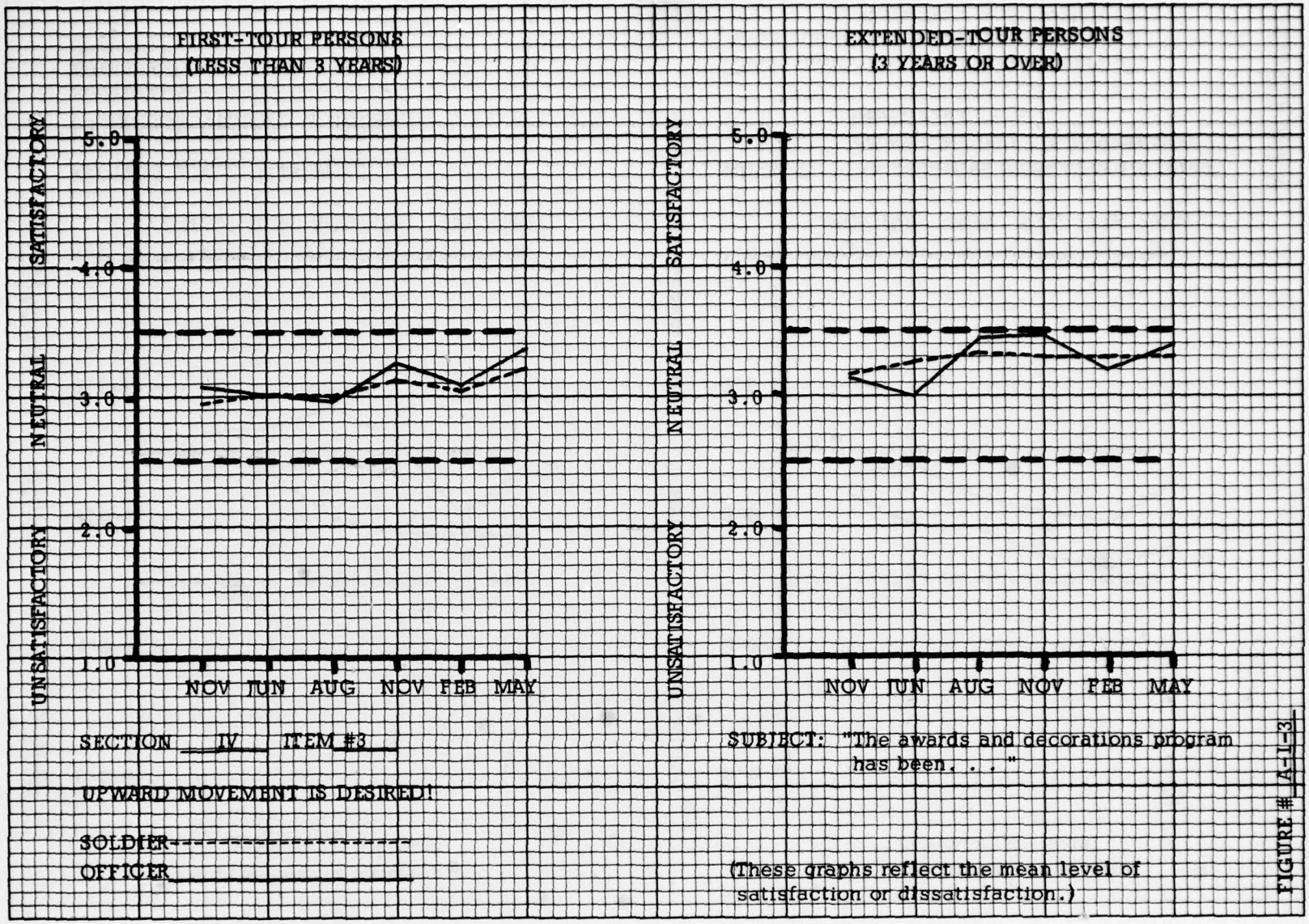
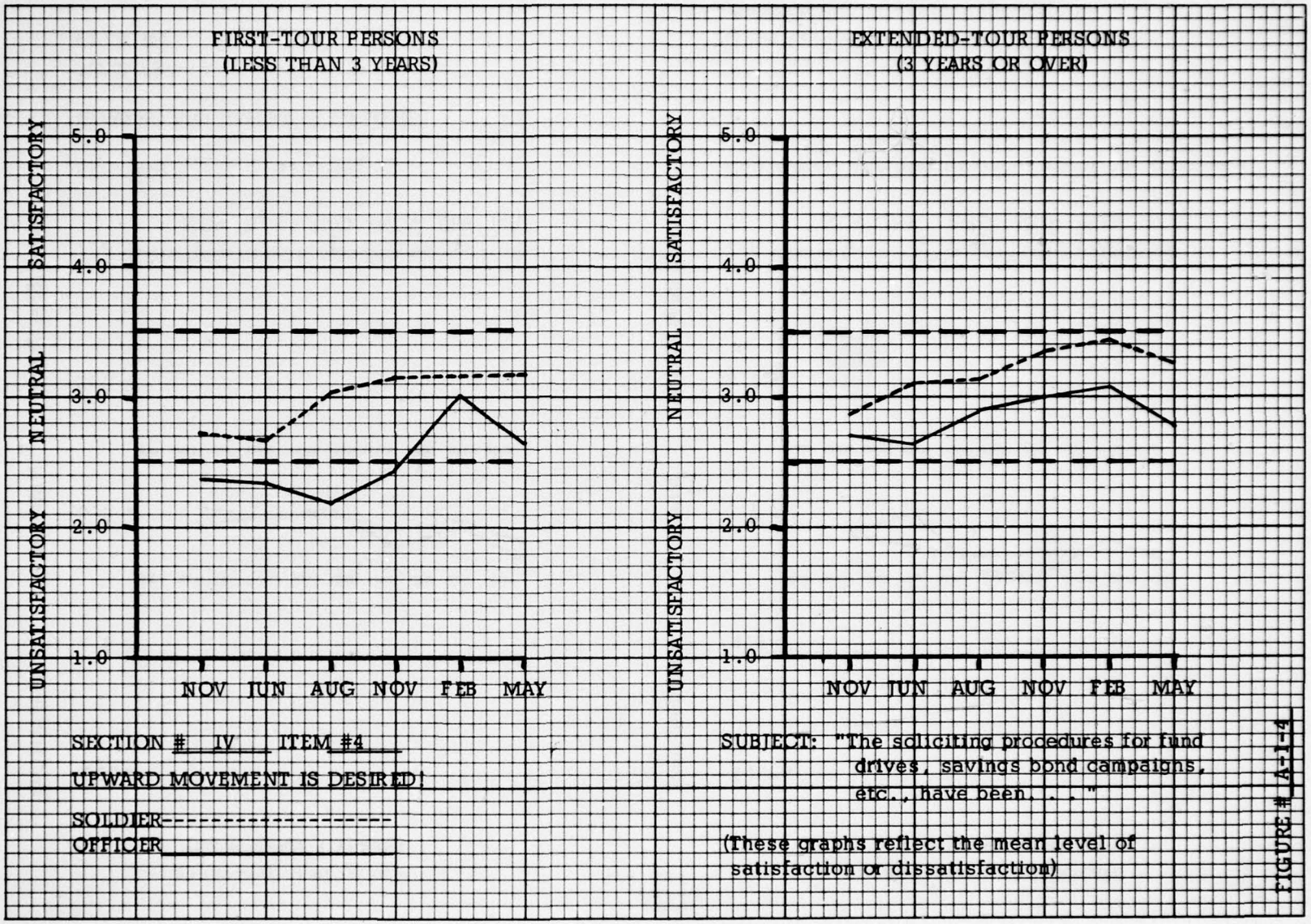

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SECTION IV ITEM #3
UPWARD MOVEMENT IS DESIRED!
SOLDIER----------
OFFICER_____
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SUBJECT: "The awards and decorations program has been. . ."
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE #_A-1-3_


FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SECTION # IV ITEM #4
UPWARD MOVEMENT IS DESIRED!
SOLDIER----------
OFFICER_____
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SUBJECT: "The soliciting procedures for fund drives, savings bond campaigns, etc., have been. . . ."
(These graphs reflect the mean level of satisfaction or dissatisfaction)
FIGURE # A-I-4

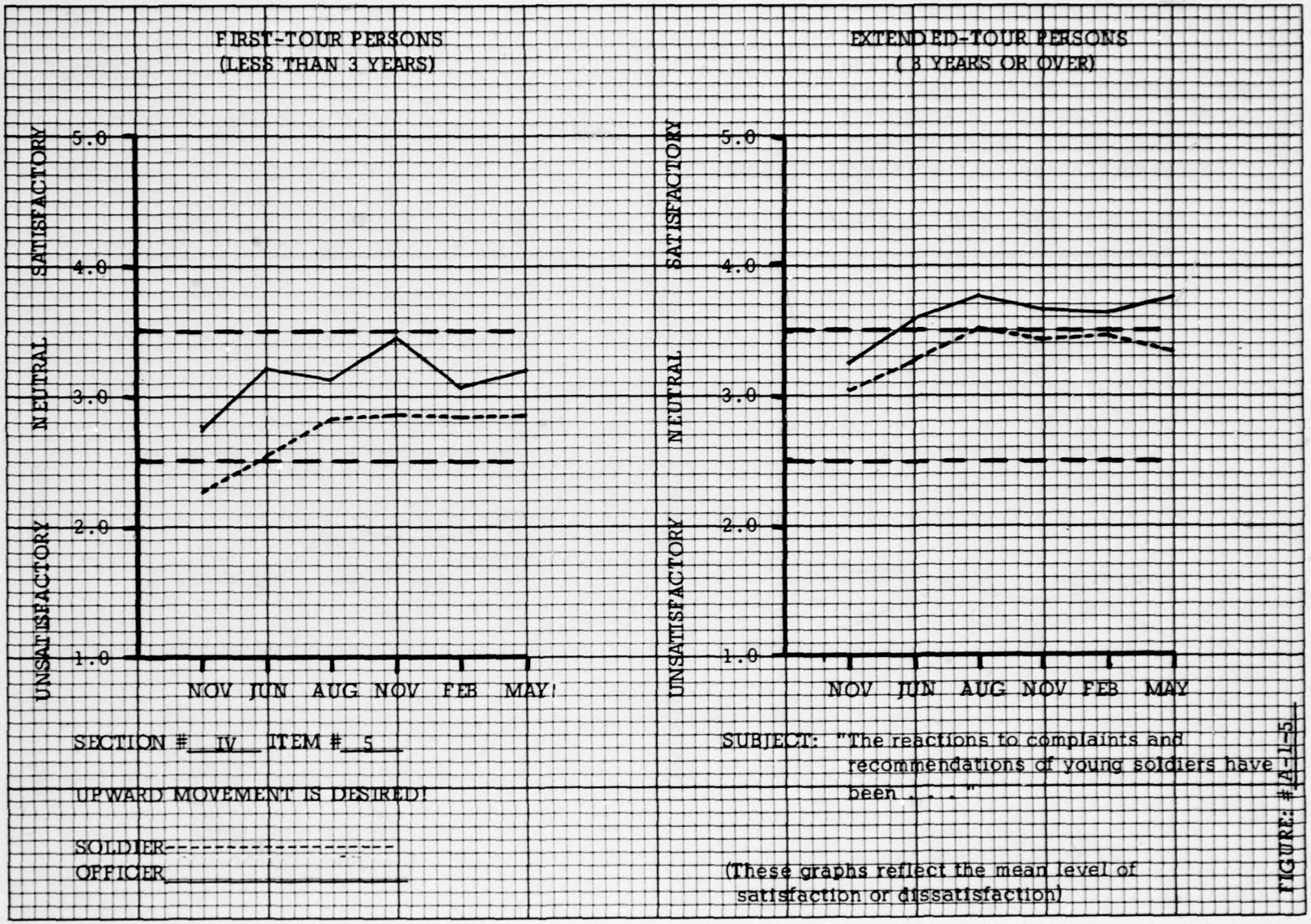

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SECTION # IV ITEM # 5
UPWARD MOVEMENT IS DESIRED!
SOLDIER----------
OFFICER_____
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SUBJECT: "The reactions to complaints and recommendations of young soldiers have been . . . "
(These graphs reflect the mean level of satisfaction or dissatisfaction)

FIGURE: #A-1-5

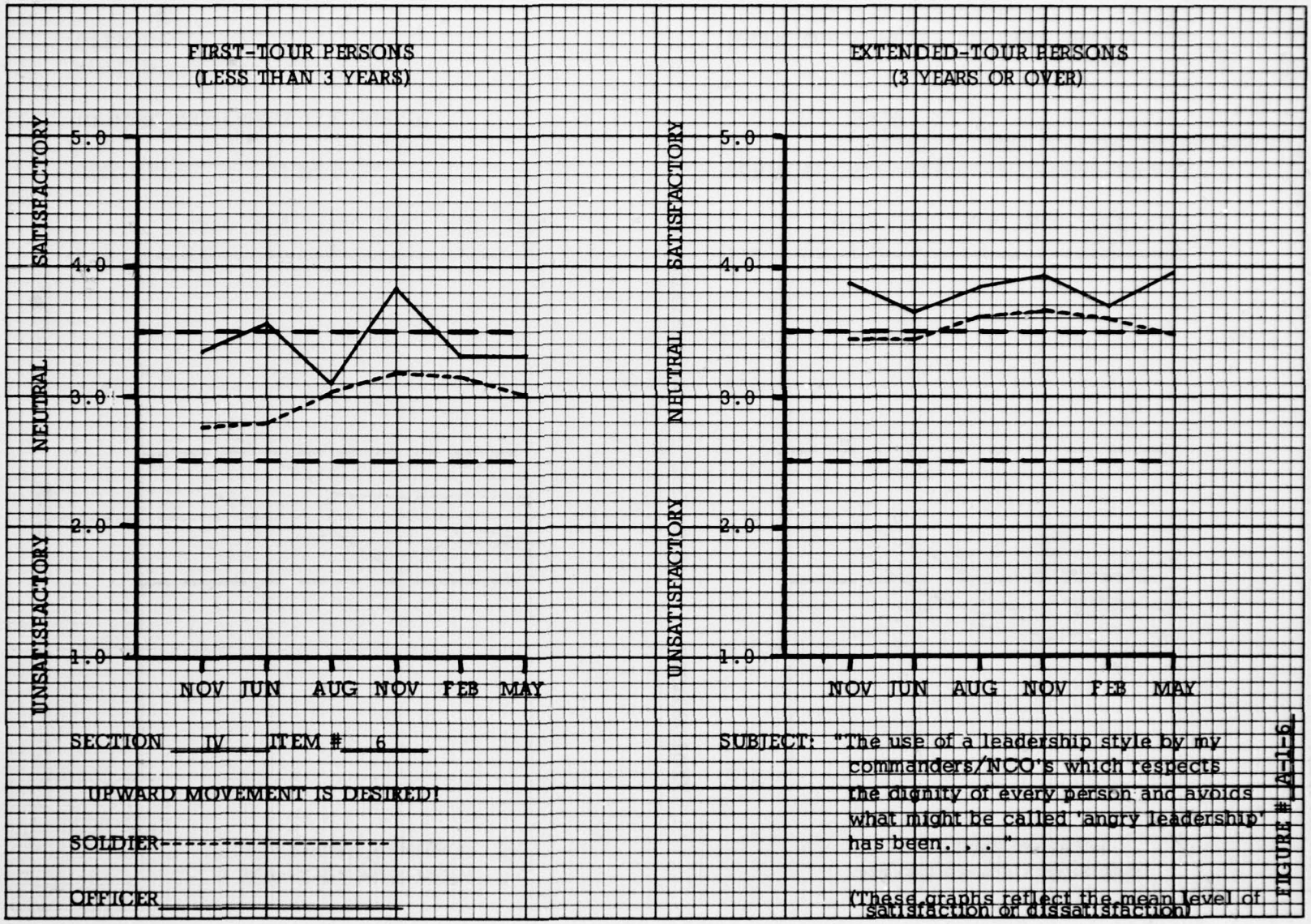

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SECTION IV ITEM # 6
UPWARD MOVEMENT IS DESIRED!
SOLDIER----------
OFFICER----------
SUBJECT: "The use of a leadership style by my commanders/NCO's which respects the dignity of every person and avoids what might be called 'angry leadership' has been. . . "
(These graphs reflect the mean level of satisfaction or dissatisfaction)

FIGURE # A-1-6

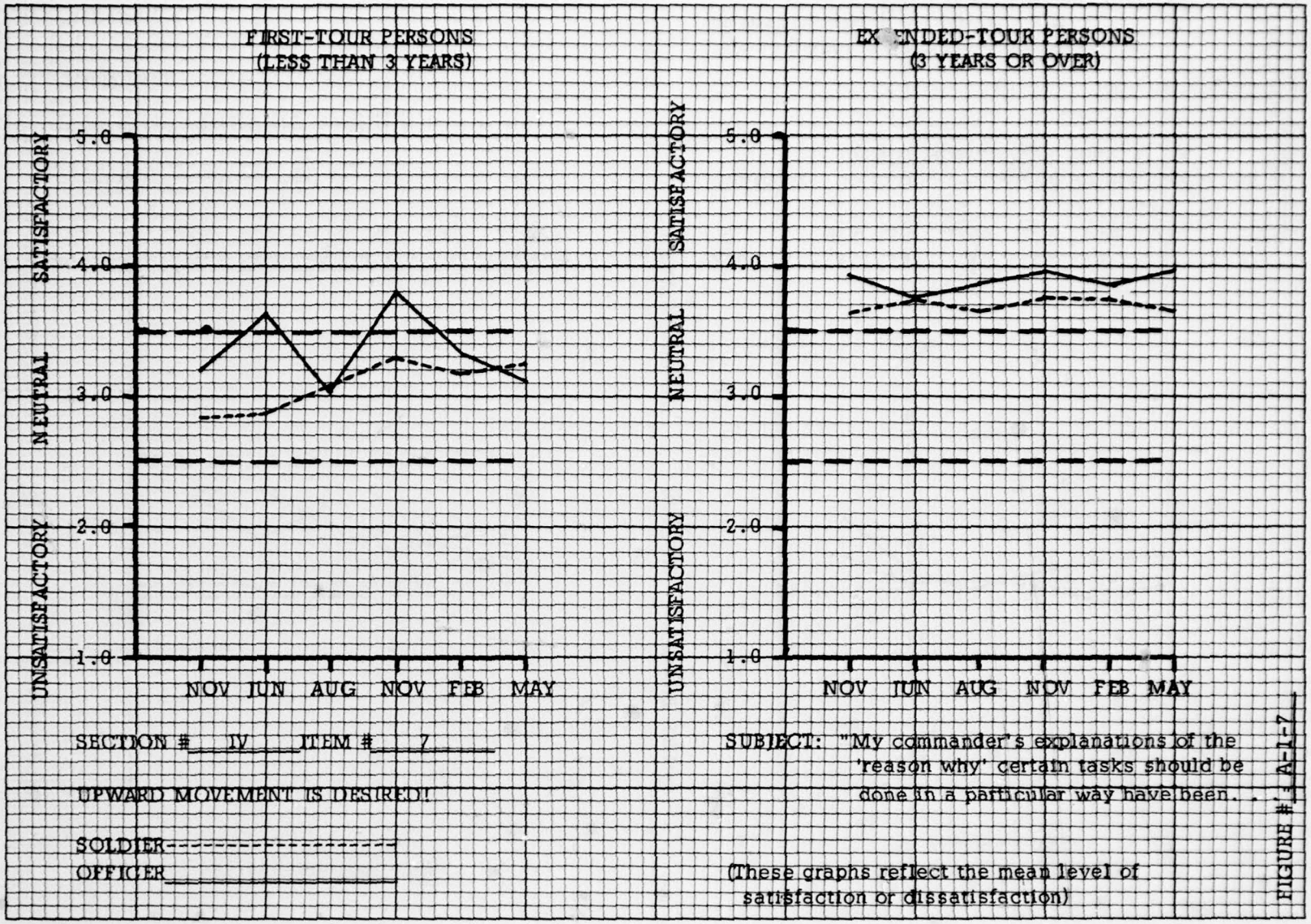

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SECTION # IV ITEM # 7
UPWARD MOVEMENT IS DESIRED!
SOLDIER----------
OFFICER----------
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SUBJECT: "My commander's explanations of the 'reason why' certain tasks should be done in a particular way have been. . .
(These graphs reflect the mean level of satisfaction or dissatisfaction)

FIGURE # I-A-I-7

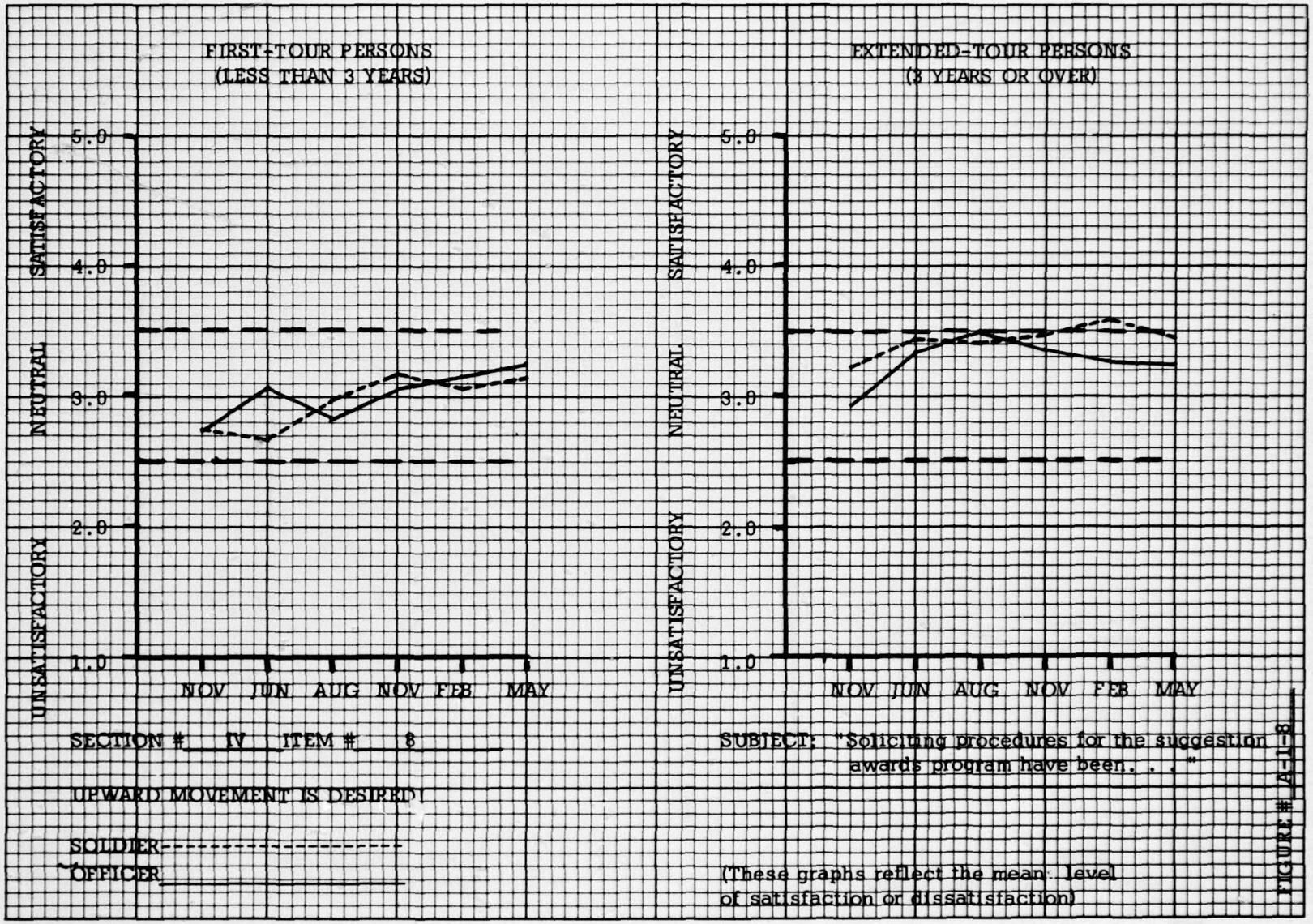

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SECTION # IV ITEM # 8
UPWARD MOVEMENT IS DESIRED!
SOLDIER----------
OFFICER_____
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SUBJECT: "Soliciting procedures for the suggestion awards program have been. . . ."
(These graphs reflect the mean level of satisfaction or dissatisfaction)

FIGURE # A-I-8

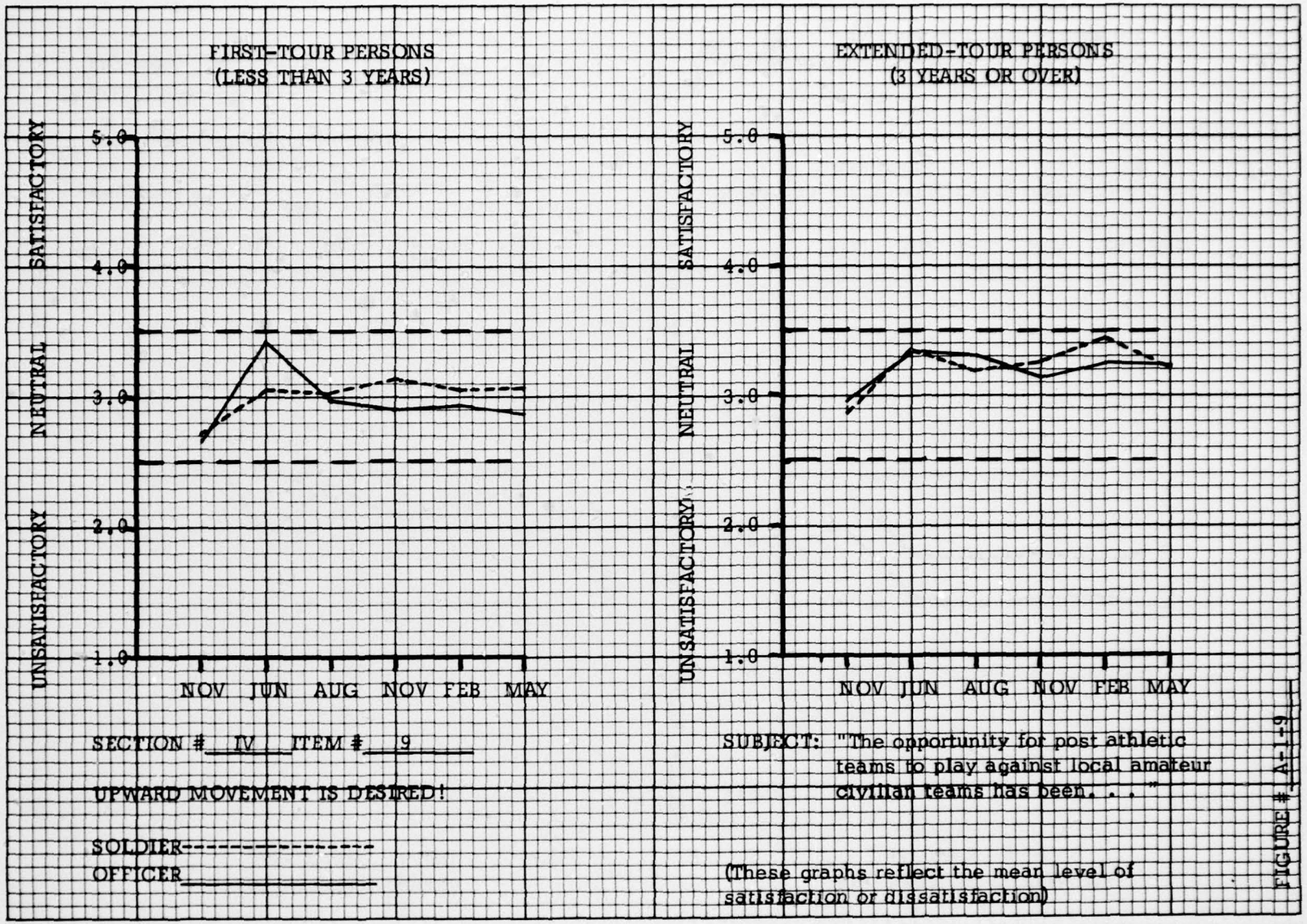
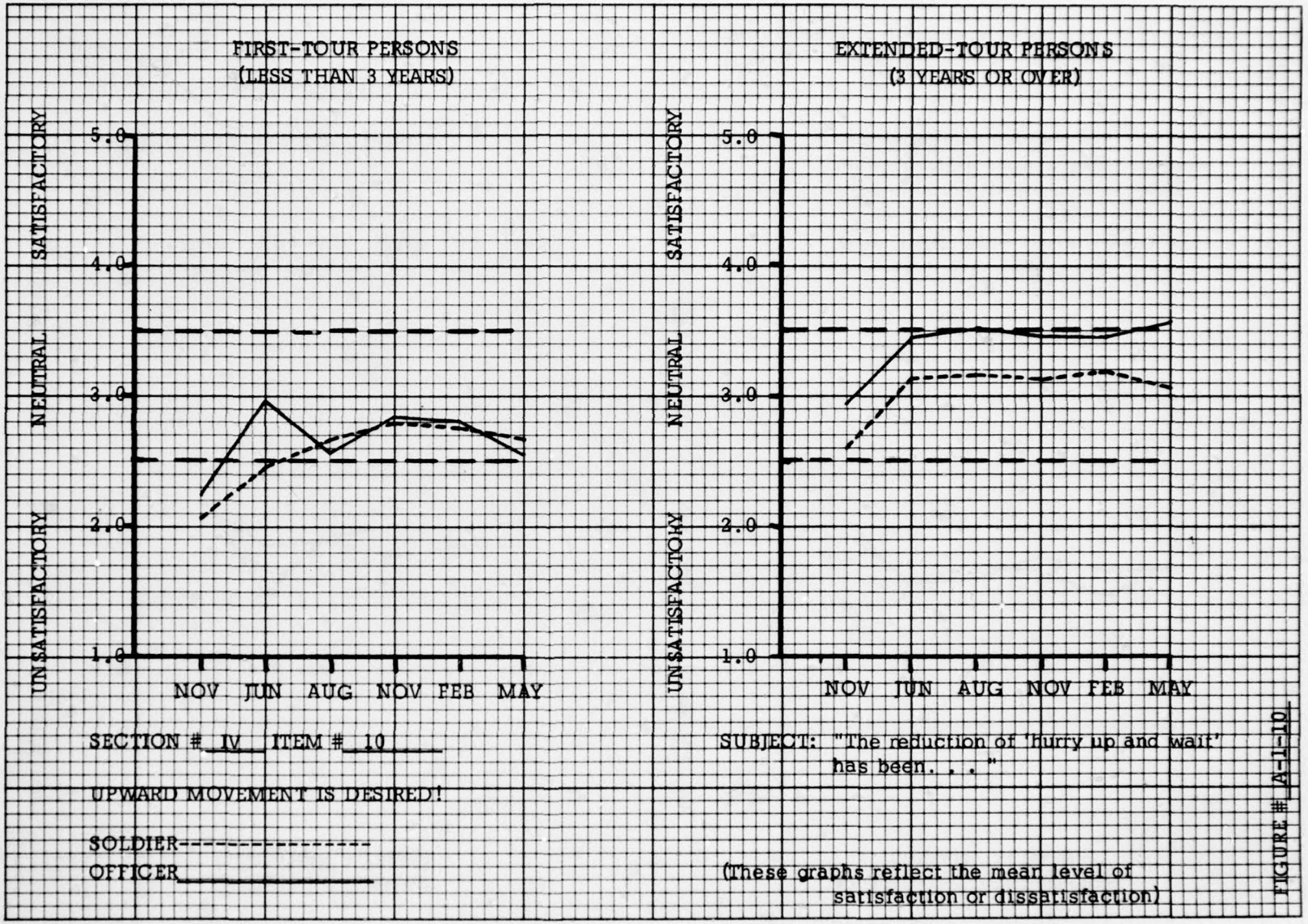

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SECTION # IV ITEM # 9
UPWARD MOVEMENT IS DESIRED!
SOLDIER----------
OFFICER_____
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SUBJECT: "The opportunity for post athletic teams to play against local amateur civilian teams has been. . . ."
(These graphs reflect the mean level of satisfaction or dissatisfaction)

FIGURE # A-1-9



SECTION # IV ITEM # 10

UPWARD MOVEMENT IS DESIRED!

SOLDIER----------

OFFICER_____

SUBJECT: "The reduction of 'hurry up and wait' has been. . ."

(These graphs reflect the mean level of satisfaction or dissatisfaction)

FIGURE # A-1-10

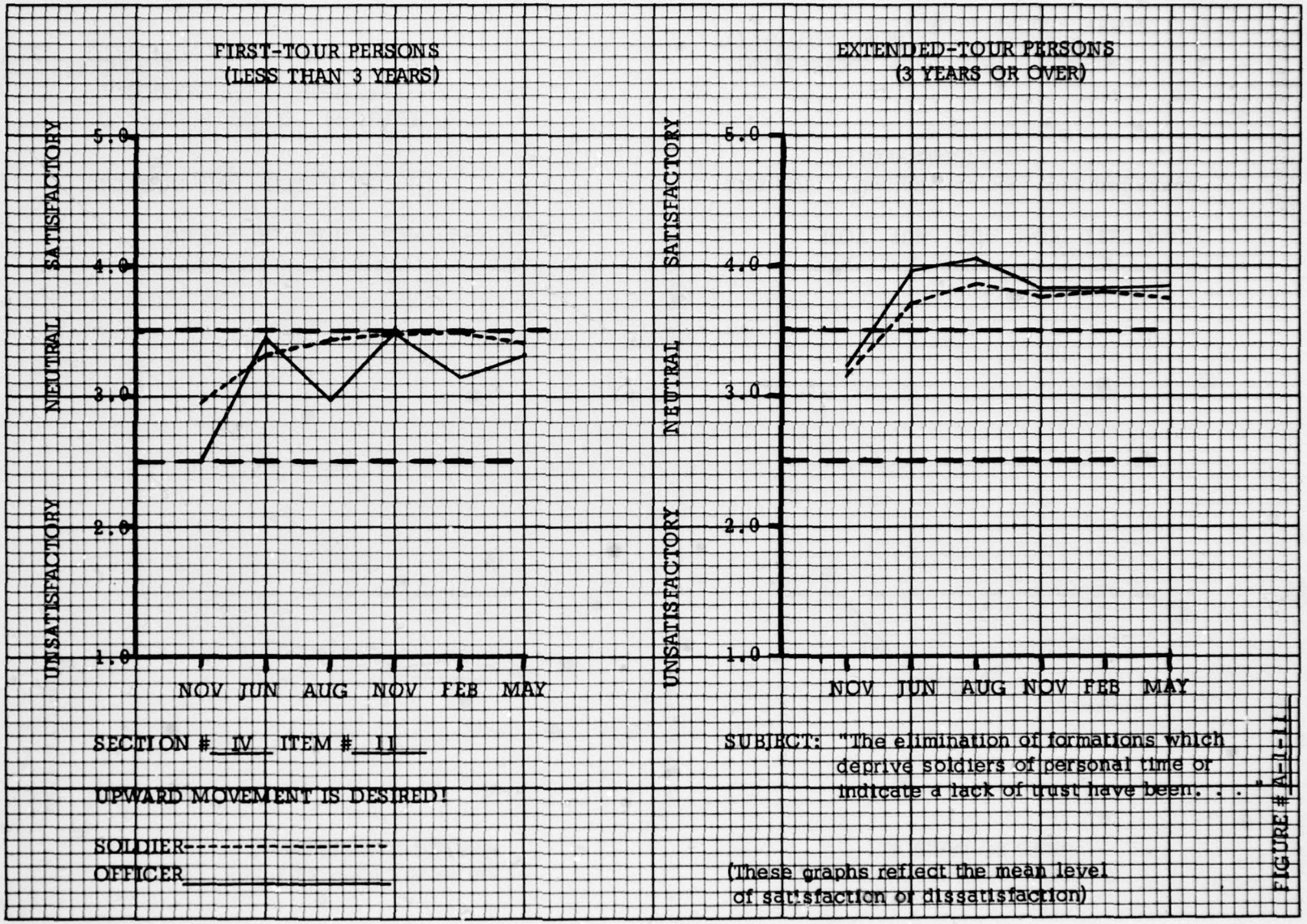

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SECTION # IV ITEM # II
UPWARD MOVEMENT IS DESIRED!
SOLDIER----------
OFFICER_____
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SUBJECT: "The elimination of formations which deprive soldiers of personal time or indicate a lack of trust have been. . .
(These graphs reflect the mean level of satisfaction or dissatisfaction)

FIGURE # A-1-11

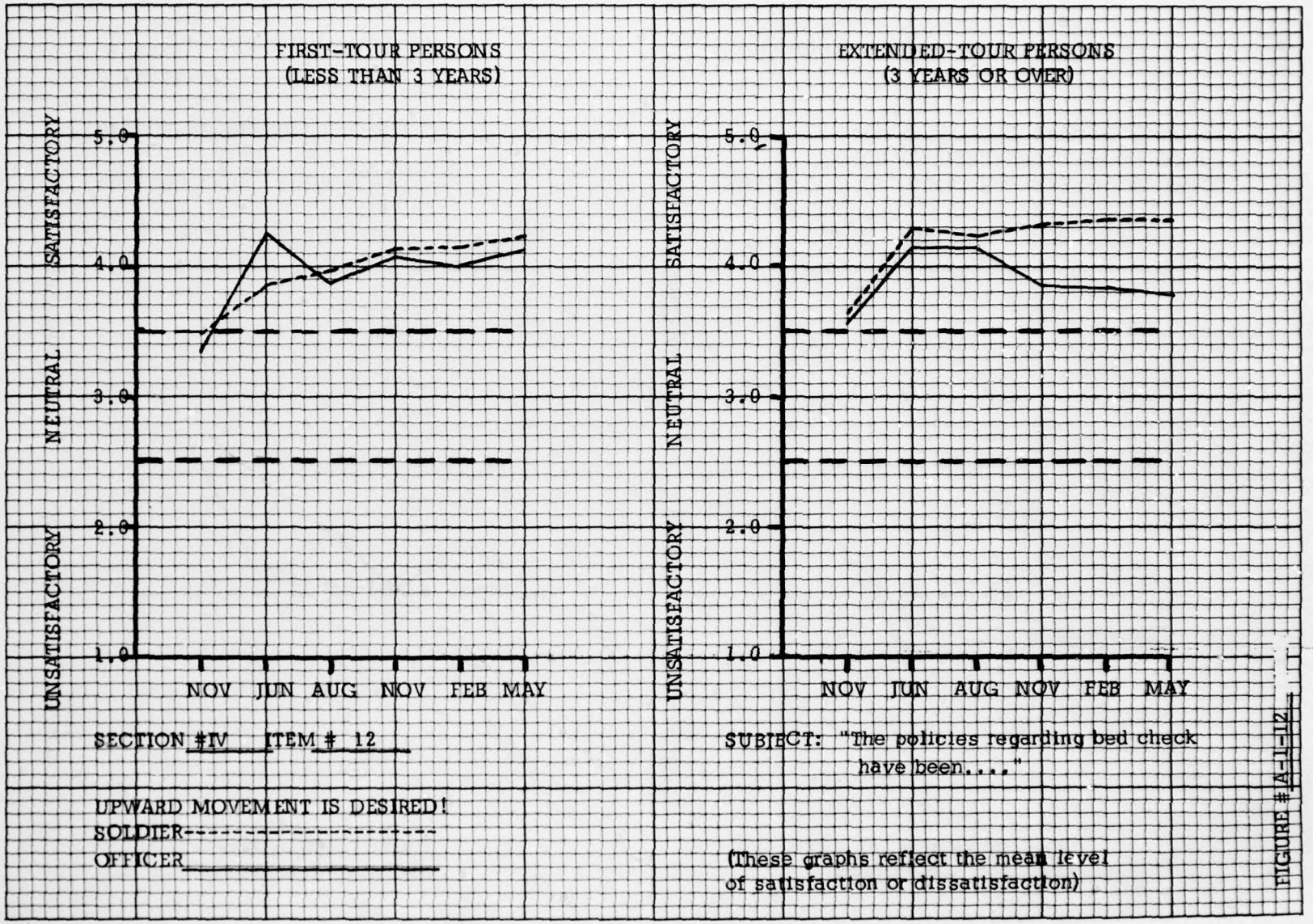
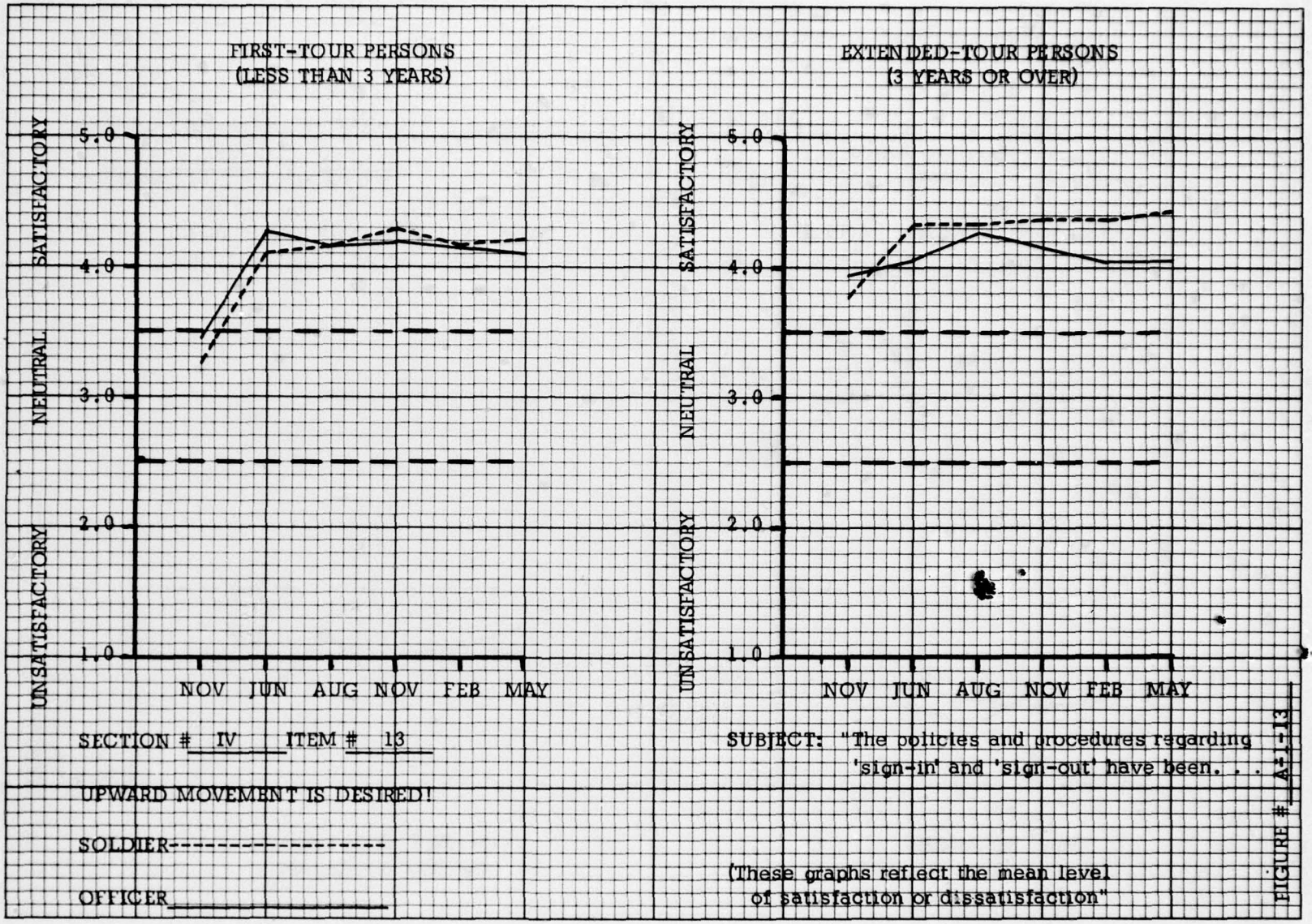

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SECTION #IV ITEM # 12
UPWARD MOVEMENT IS DESIRED!
SOLDIER----------
OFFICER_____
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SUBJECT: "The policies regarding bed check have been...."
(These graphs reflect the mean level of satisfaction or dissatisfaction)

FIGURE #A-1-12


FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SECTION # IV ITEM # 13
UPWARD MOVEMENT IS DESIRED!
SOLDIER----------
OFFICER----------
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SUBJECT: "The policies and procedures regarding 'sign-in' and 'sign-out' have been. . .
"These graphs reflect the mean level of satisfaction or dissatisfaction"
FIGURE # A-1-13

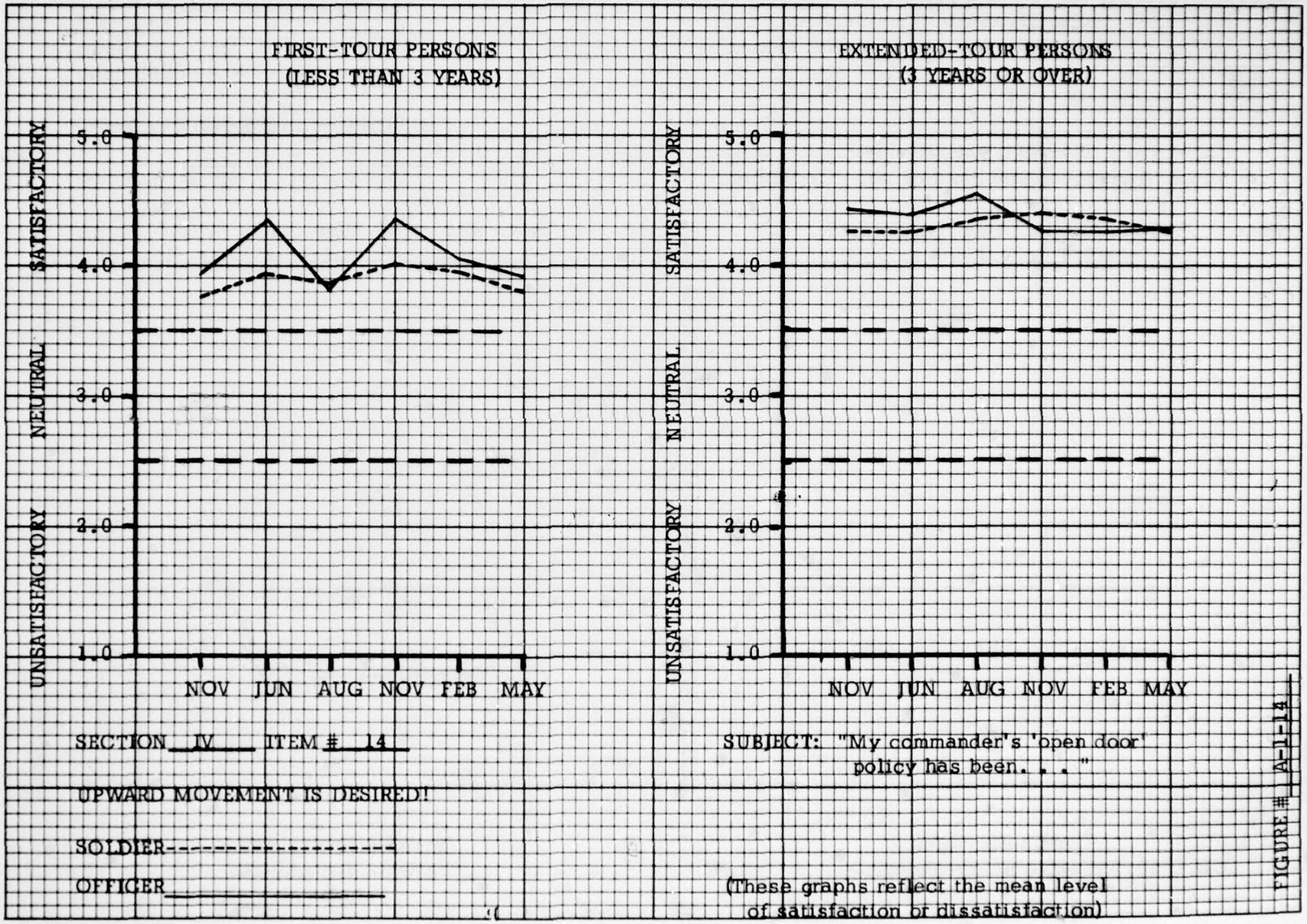

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SECTION IV ITEM # 14
UPWARD MOVEMENT IS DESIRED!
SOLDIER----------
OFFICER_____
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SUBJECT: "My commander's 'open door' policy has been. . . ."
(These graphs reflect the mean level of satisfaction or dissatisfaction)

FIGURE # A-1-14

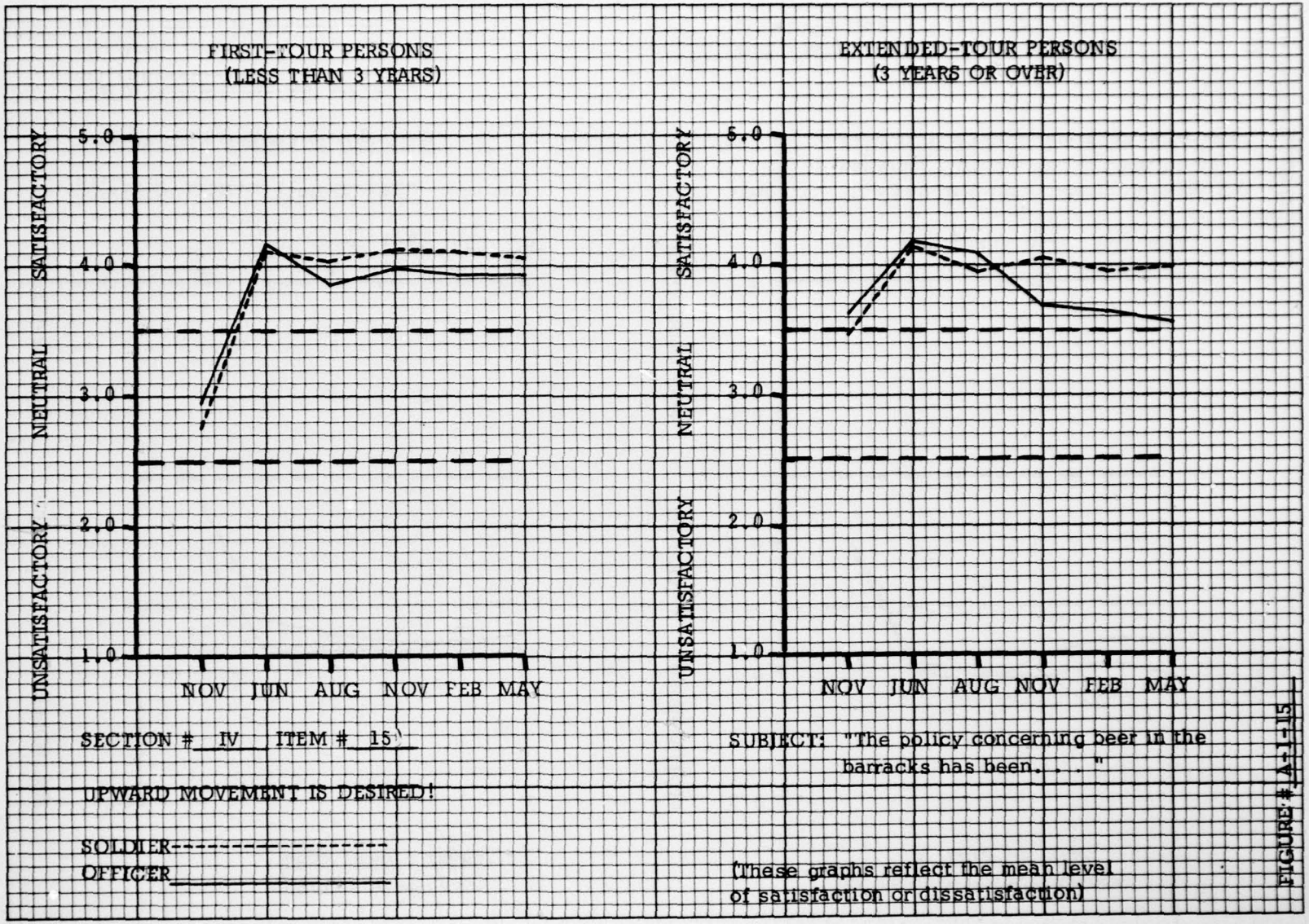

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SECTION # IV ITEM # 15
UPWARD MOVEMENT IS DESIRED!
SOLDIER----------
OFFICER_____
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SUBJECT: "The policy concerning beer in the barracks has been. . . ."
(These graphs reflect the mean level of satisfaction or dissatisfaction)

FIGURE # A-1-15

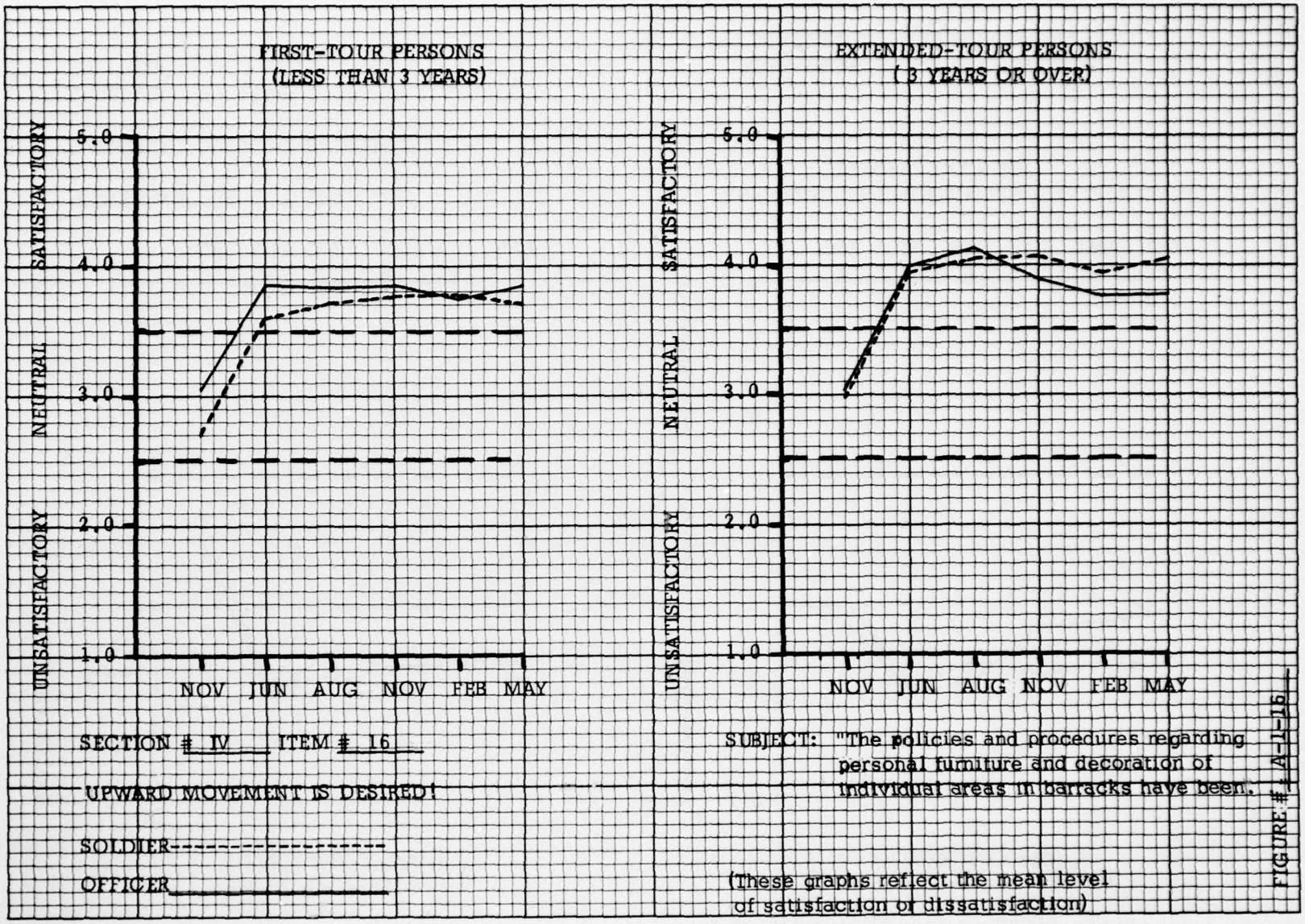

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SECTION # IV ITEM # 16
UPWARD MOVEMENT IS DESIRED!
SOLDIER----------
OFFICER----------
SUBJECT: "The policies and procedures regarding personal furniture and decoration of individual areas in barracks have been."
(These graphs reflect the mean level of satisfaction or dissatisfaction)

FIGURE # A-J-16

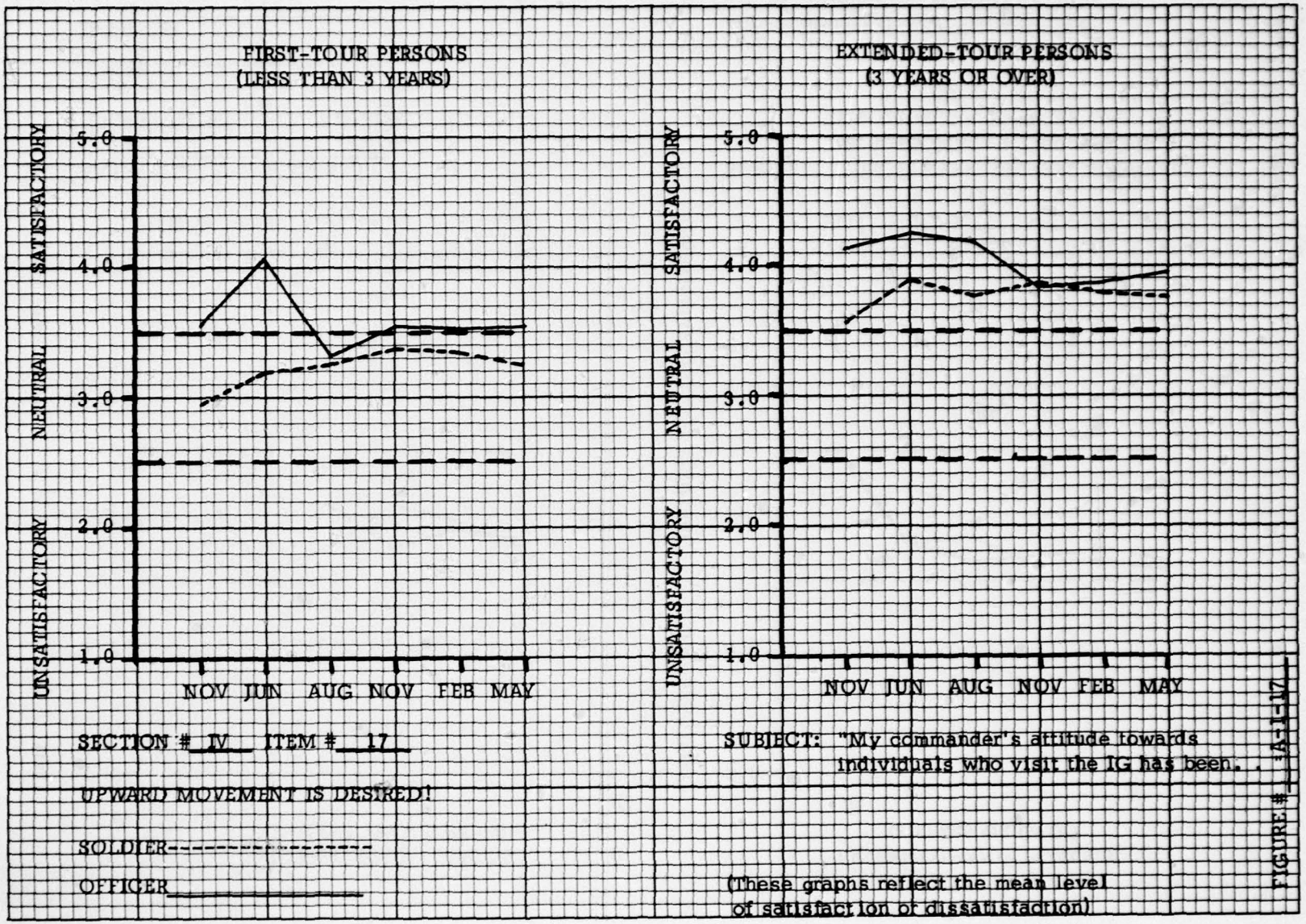
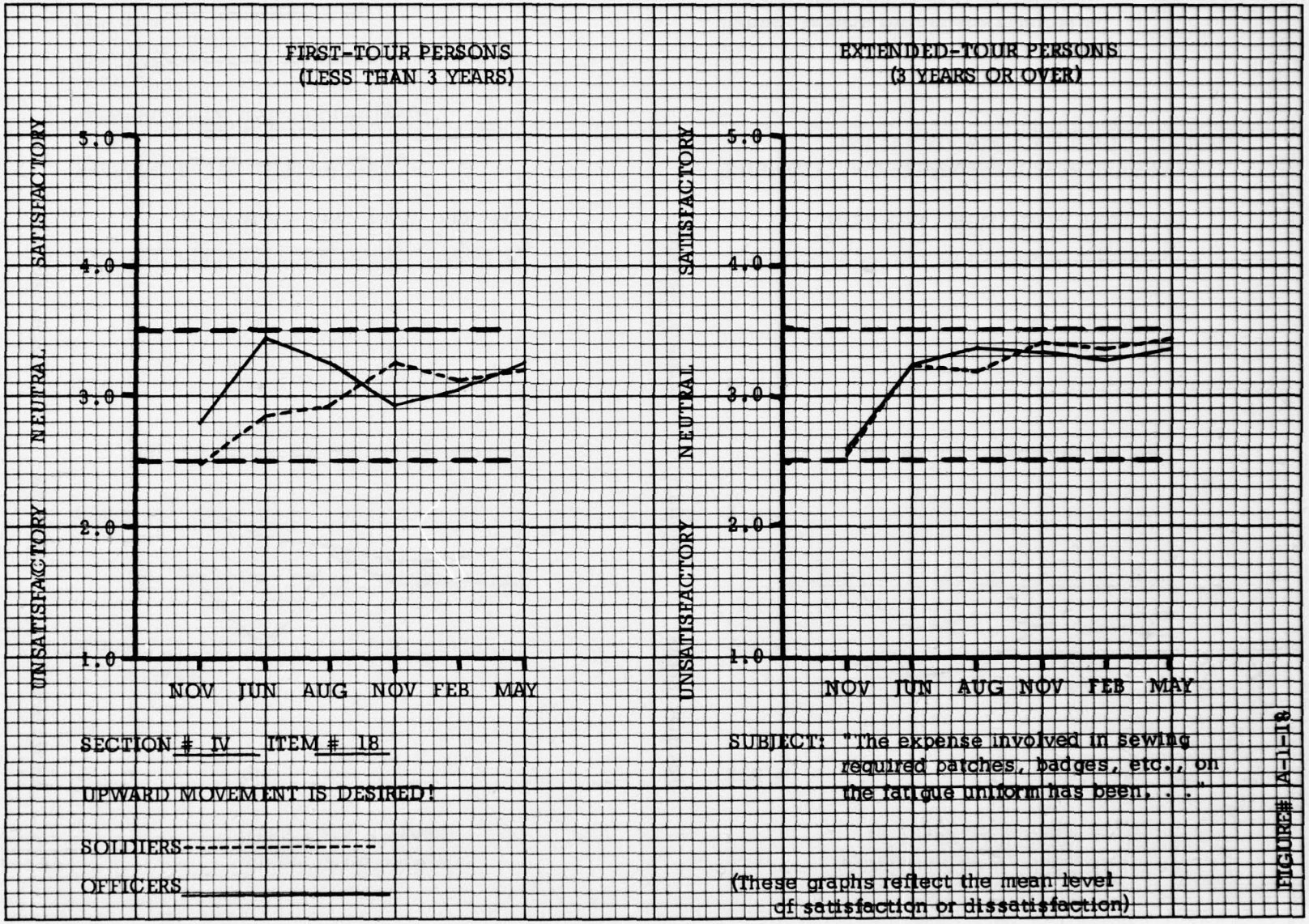

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SECTION # IV ITEM # 17
UPWARD MOVEMENT IS DESIRED!
SOLDIER----------
OFFICER_____
SUBJECT: "My commander's attitude towards individuals who visit the IG has been.
(These graphs reflect the mean level of satisfaction or dissatisfaction)

FIGURE # A-1-17


FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SECTION # IV ITEM # 18
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SUBJECT: "The expense involved in sewing required patches, badges, etc., on the fatigue uniform has been. . ."
(These graphs reflect the mean level of satisfaction or dissatisfaction)

FIGURE# A-1-16.

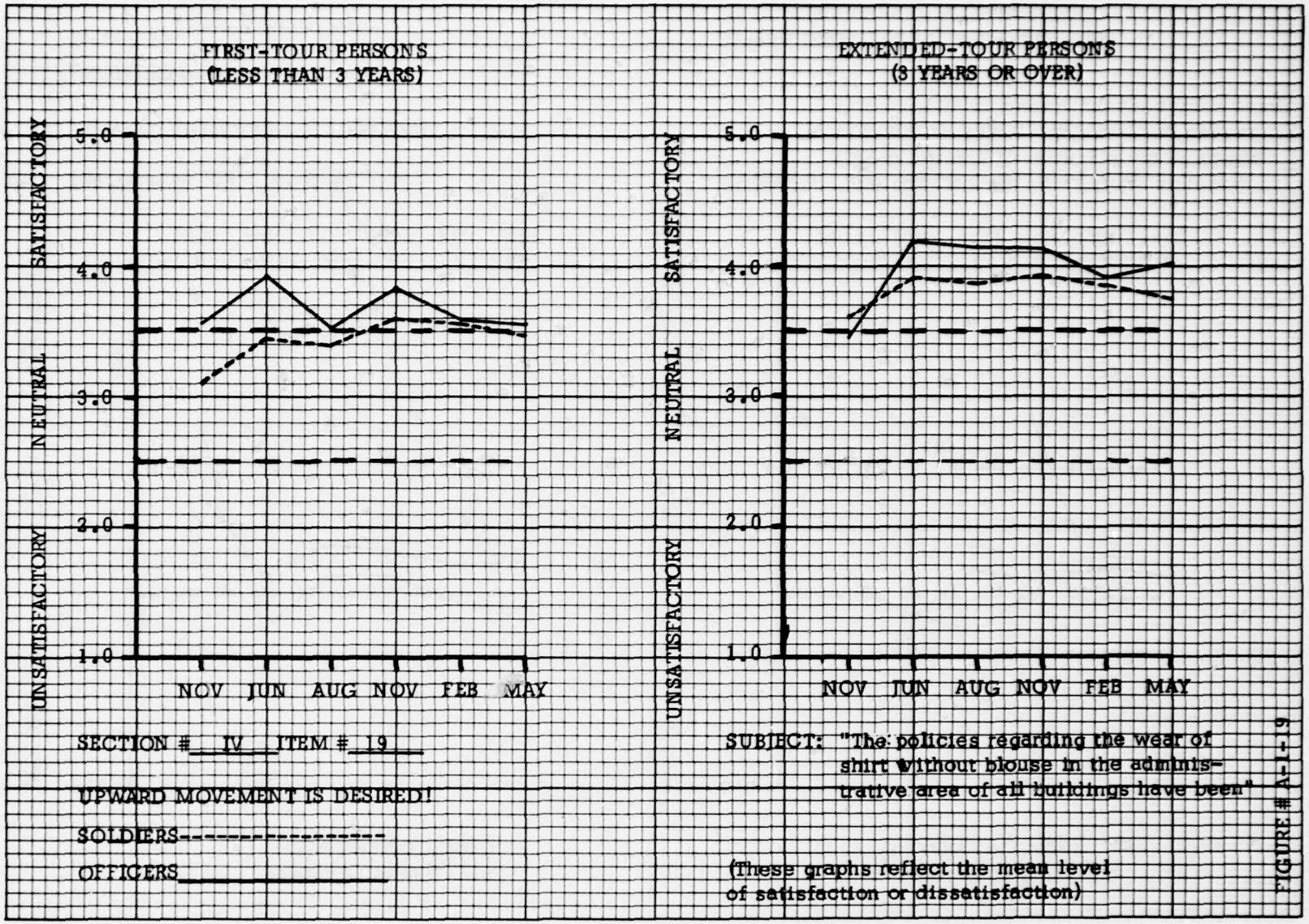

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SECTION # IV ITEM # 19
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SUBJECT: "The policies regarding the wear of shirt without blouse in the administrative area of all buildings have been"
(These graphs reflect the mean level of satisfaction or dissatisfaction)

FIGURE #A-1-9

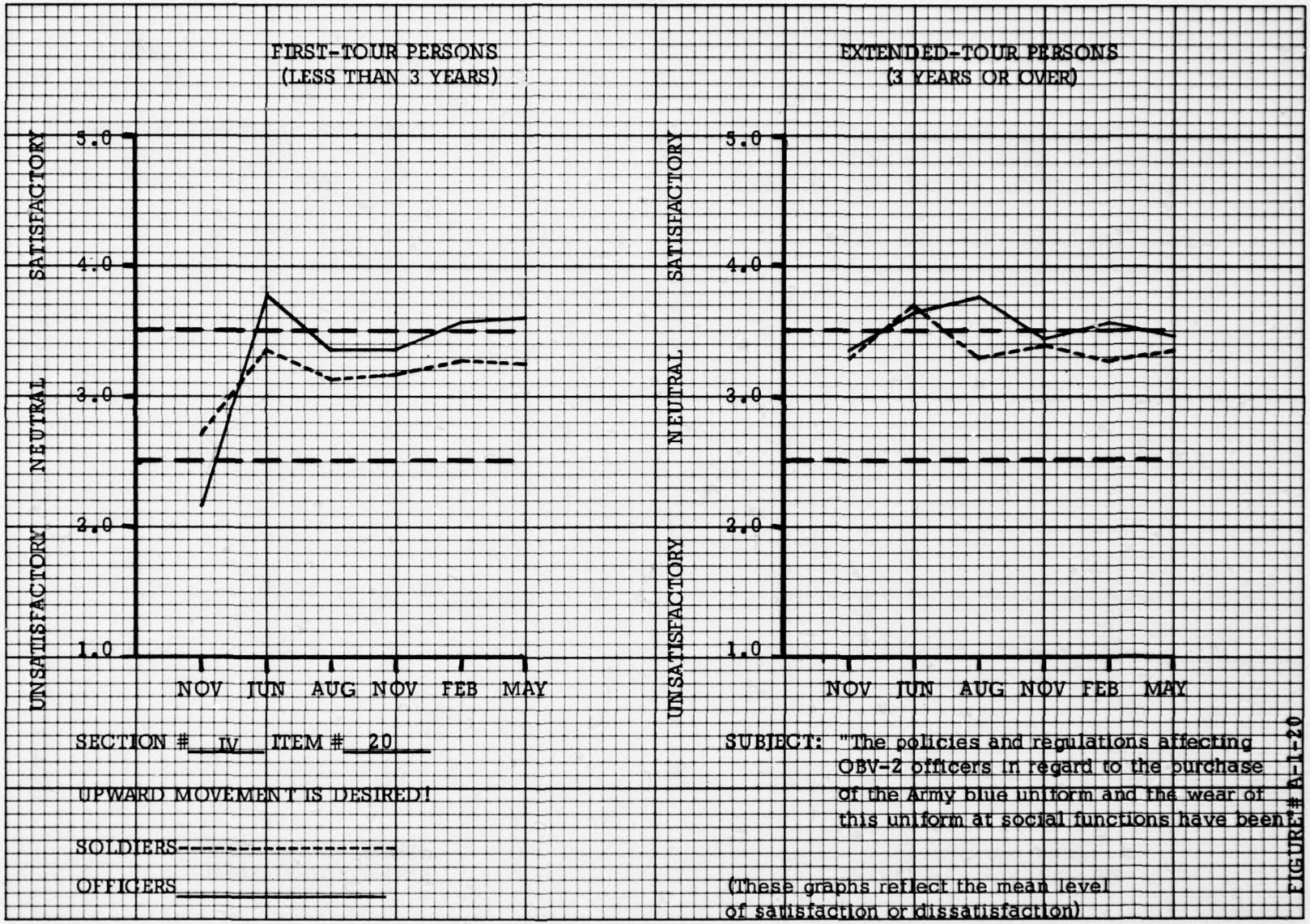

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV
JUN
AUG
NOV
FEB
MAY
SECTION # IV ITEM # 20
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
SUBJECT: "The policies and regulations affecting OBV-2 officers in regard to the purchase of the Army blue uniform and the wear of this uniform at social functions have been!
(These graphs reflect the mean level of satisfaction or dissatisfaction)

FIGURE # A-1-20

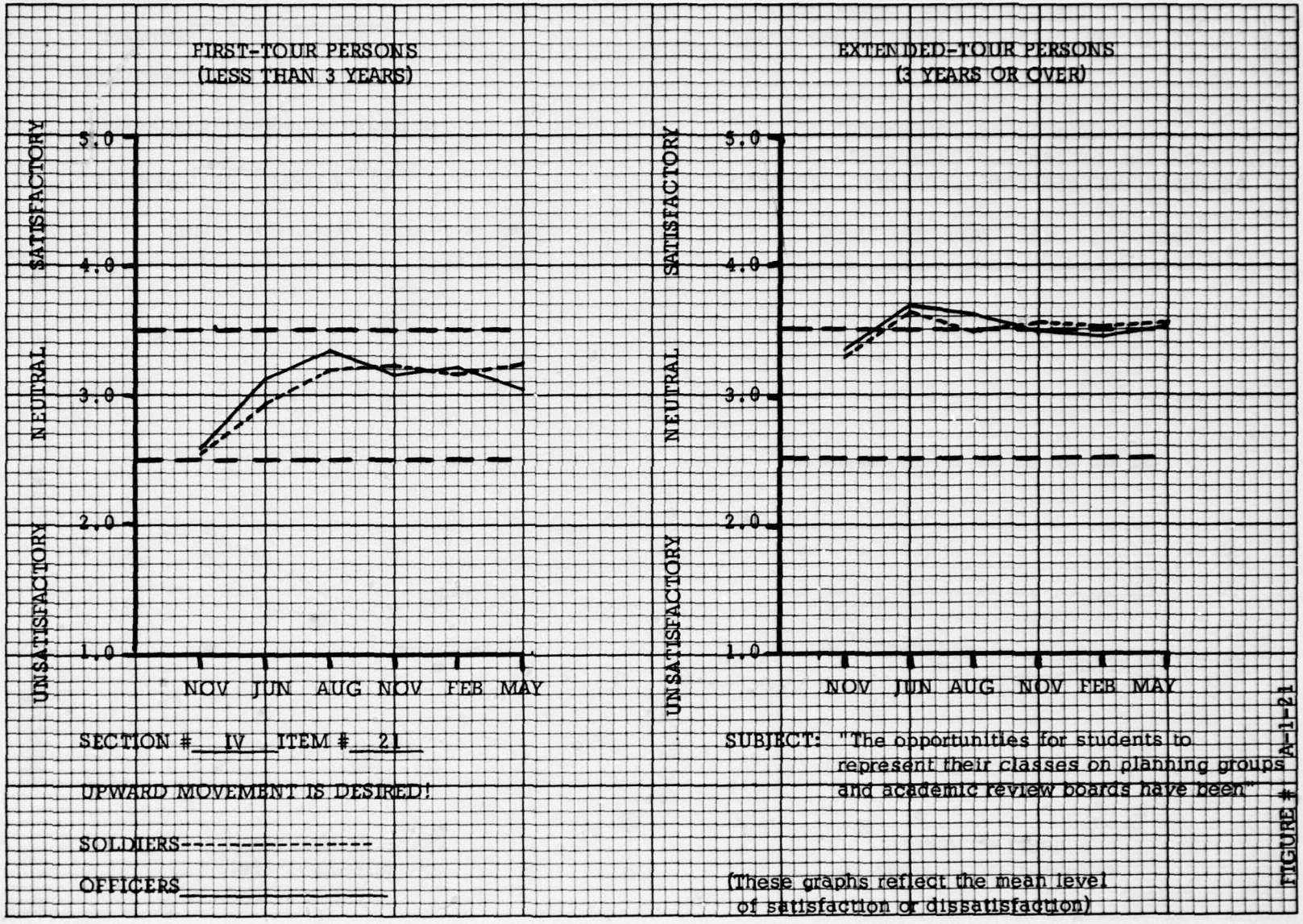

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SECTION # IV ITEM # 21
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS==========
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SUBJECT: "The opportunities for students to represent their classes on planning groups and academic review boards have been"
(These graphs reflect the mean level of satisfaction or dissatisfaction)

FIGURE # A-1-21

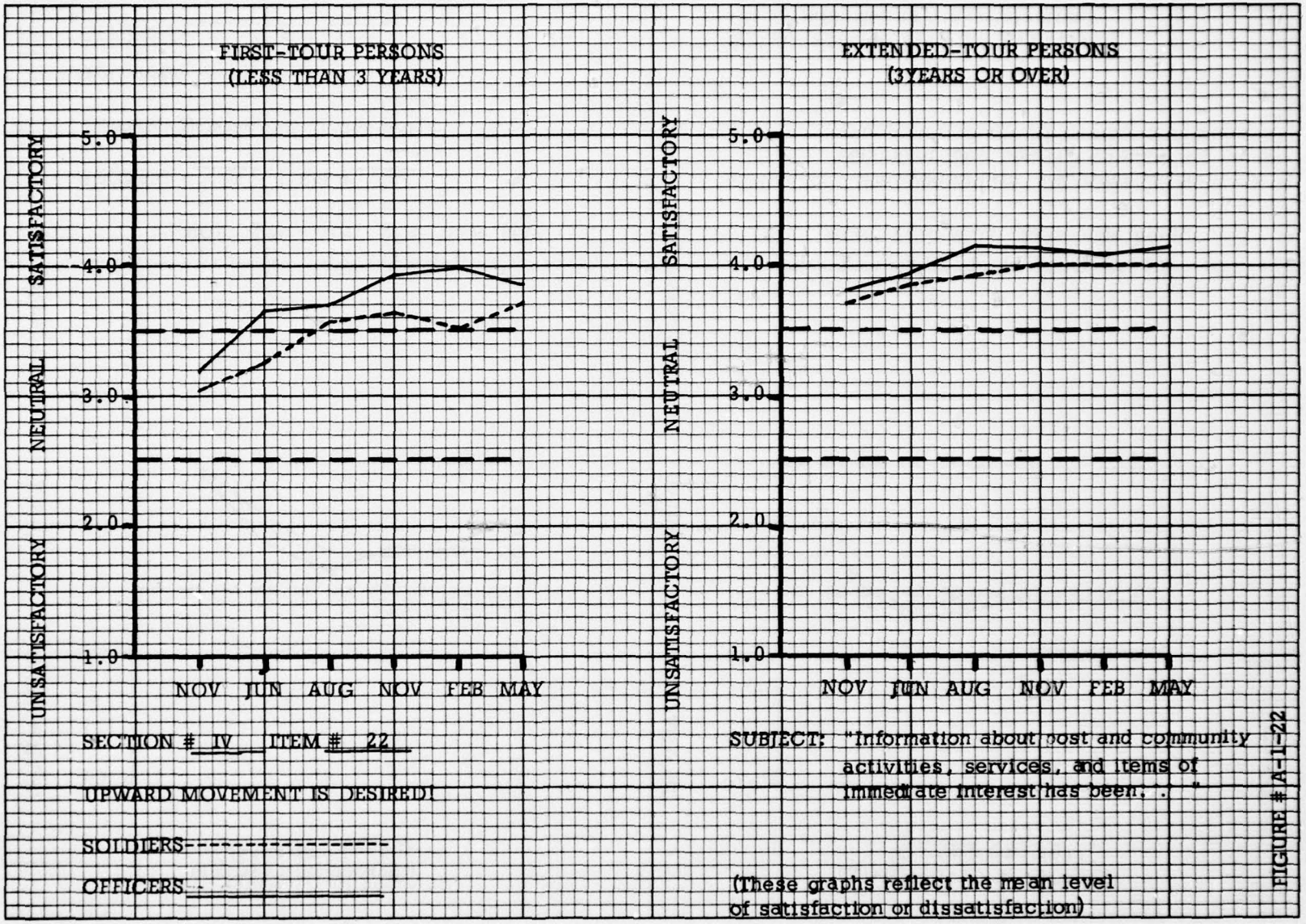

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(3YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SECTION # IV ITEM # 22
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS _____
SUBJECT: "Information about post and community activities, services, and items of immediate interest has been. . ."
(These graphs reflect the mean level of satisfaction or dissatisfaction)

FIGURE # A-1-22

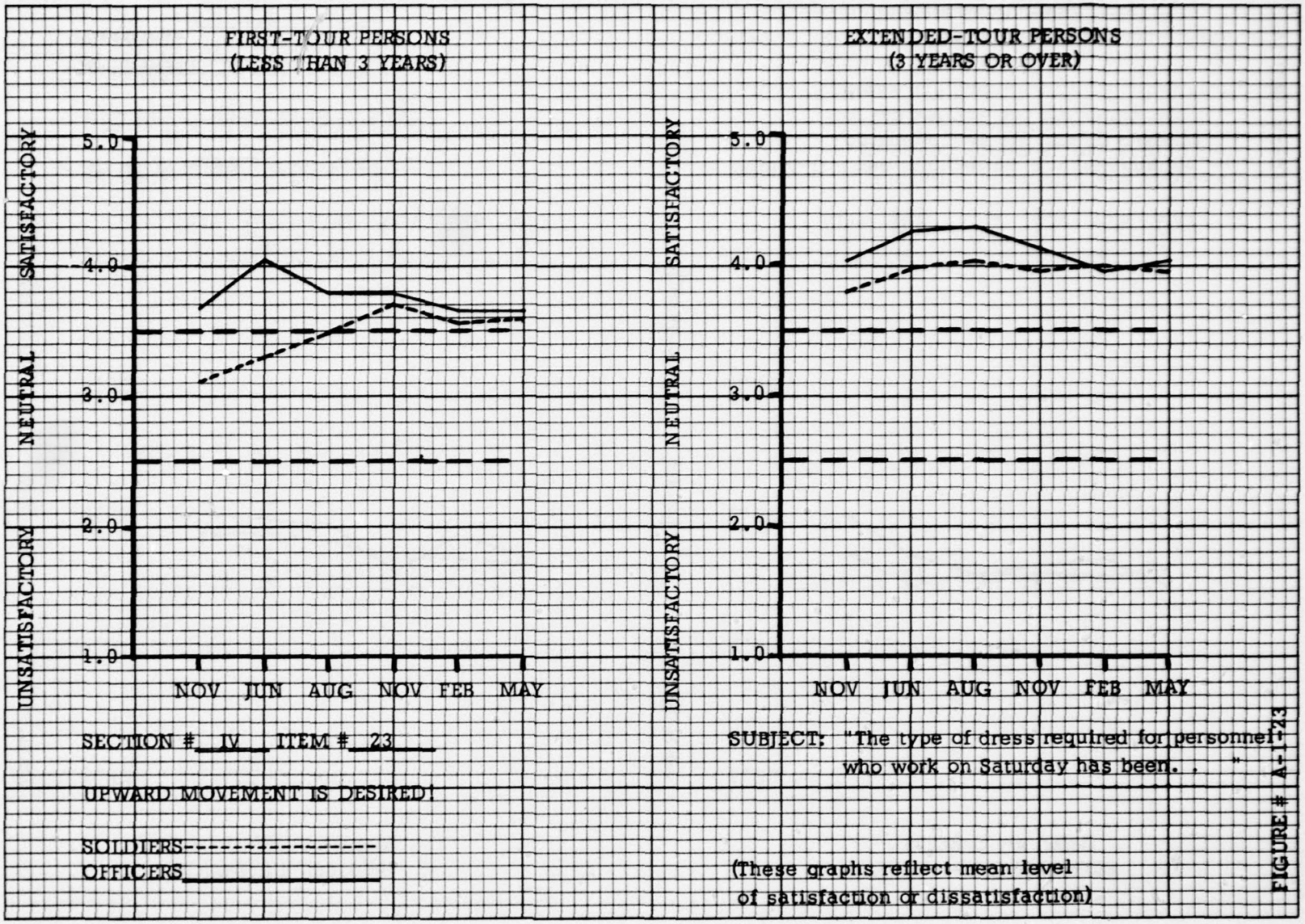

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SECTION # IV ITEM # 23
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
SUBJECT: "The type of dress required for personnel who work on Saturday has been. . "
(These graphs reflect mean level of satisfaction or dissatisfaction)

FIGURE # A-I-23

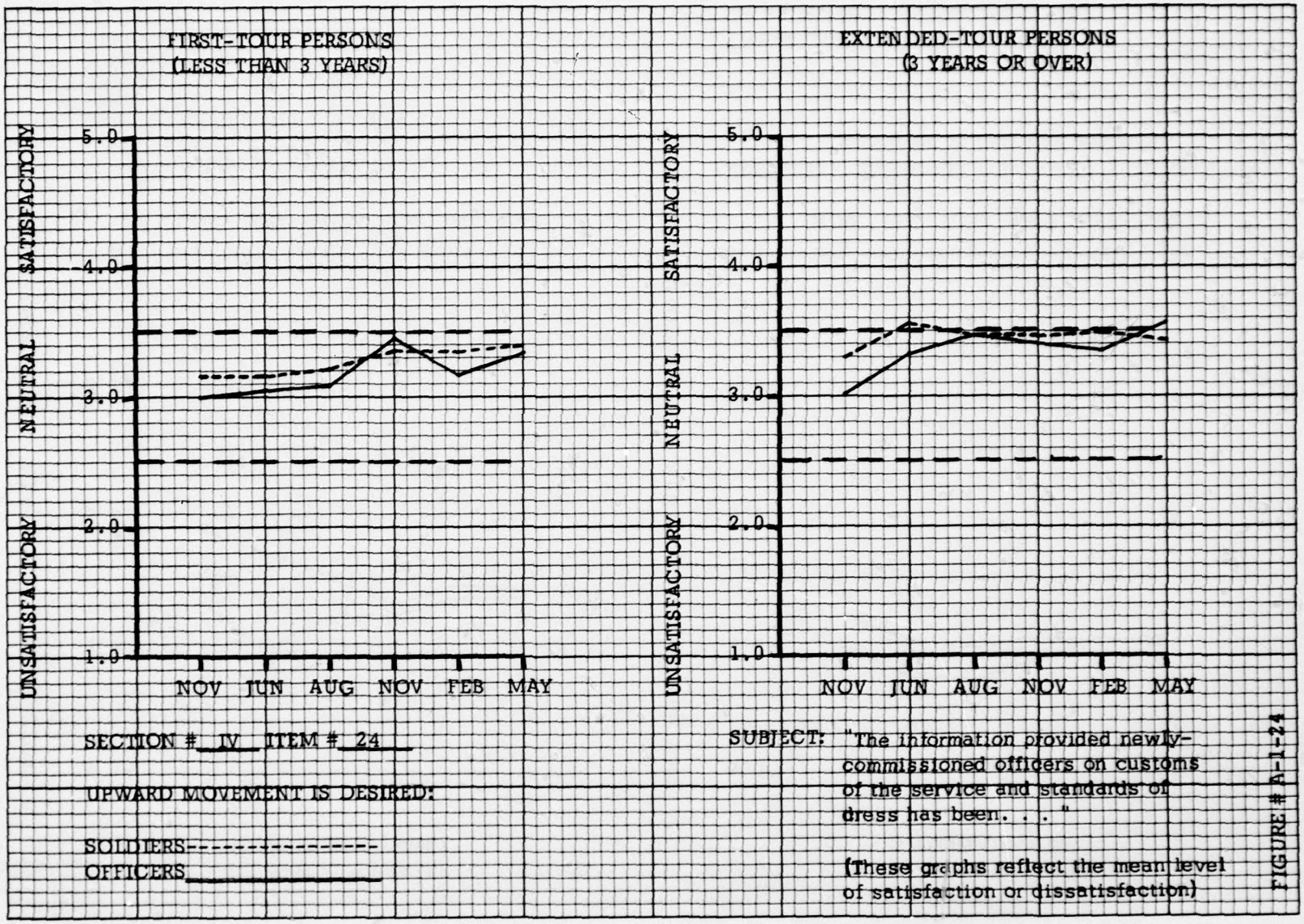

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV
JUN
AUG
NOV
FEB
MAY
SECTION # IV ITEM # 24
UPWARD MOVEMENT IS DESIRED:
SOLDIERS----------
OFFICERS_____
SUBJECT: "The information provided newly-commissioned officers on customs of the service and standards of dress has been. . . ."
(These graphs reflect the mean level of satisfaction or dissatisfaction)

FIGURE # A-1-24

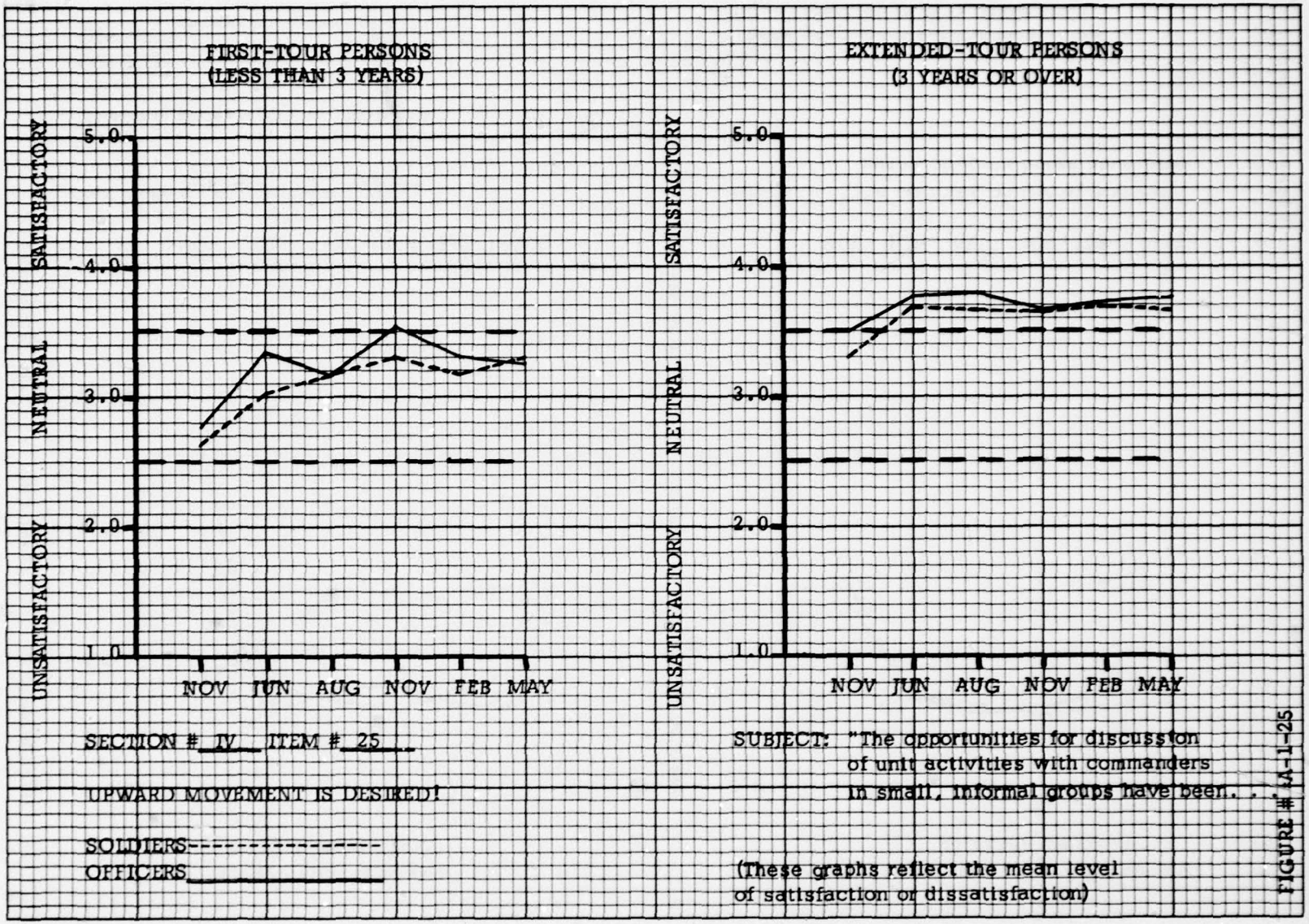


FIGURE # IA-1-25

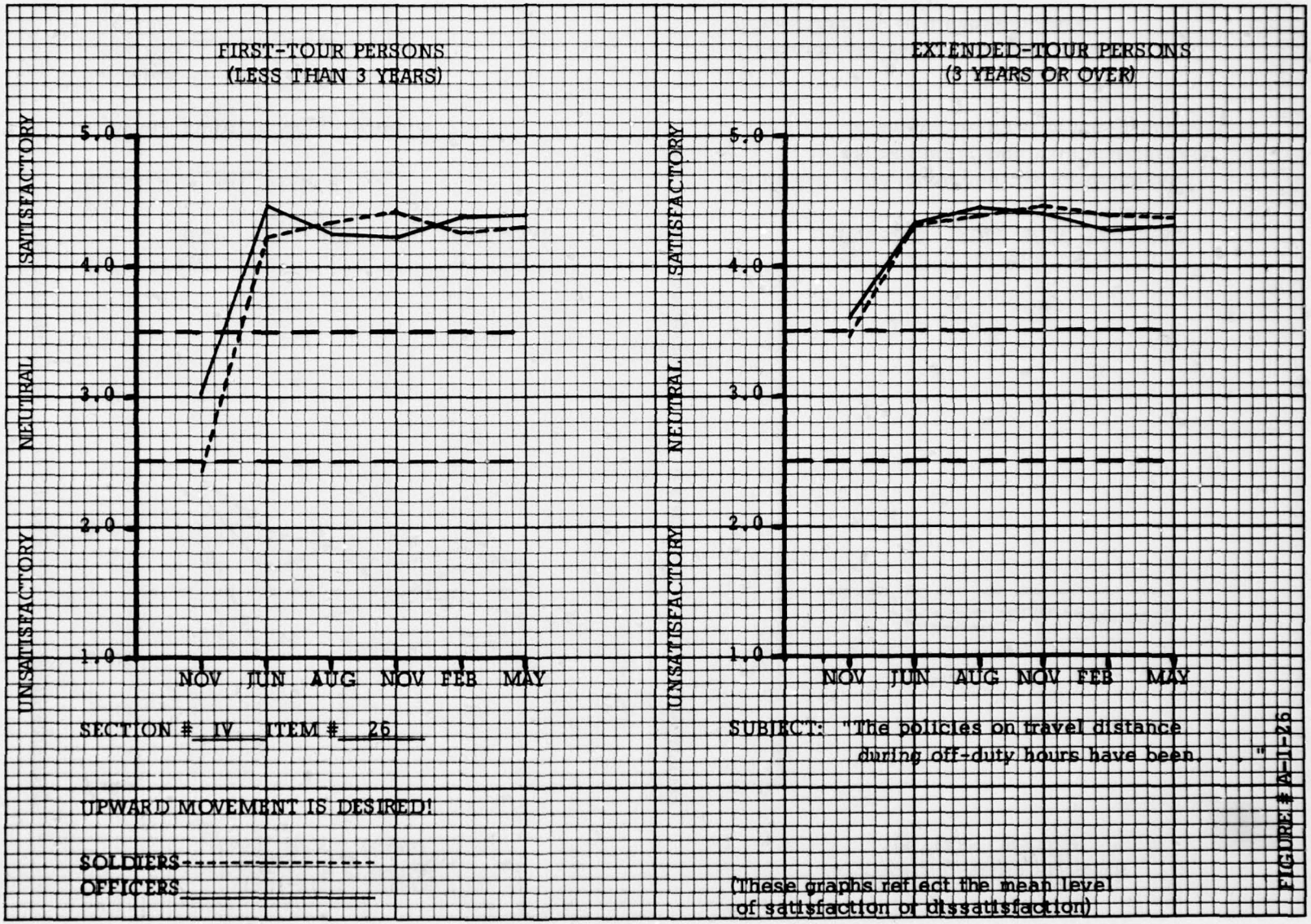

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SECTION # IV ITEM # 26
UPWARD MOVEMENT IS DESIRED!
SOLDIERS
OFFICERS
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SUBJECT: "The policies on travel distance during off-duty hours have been. . . "
(These graphs reflect the mean level of satisfaction or dissatisfaction)

FIGURE # A-I-26

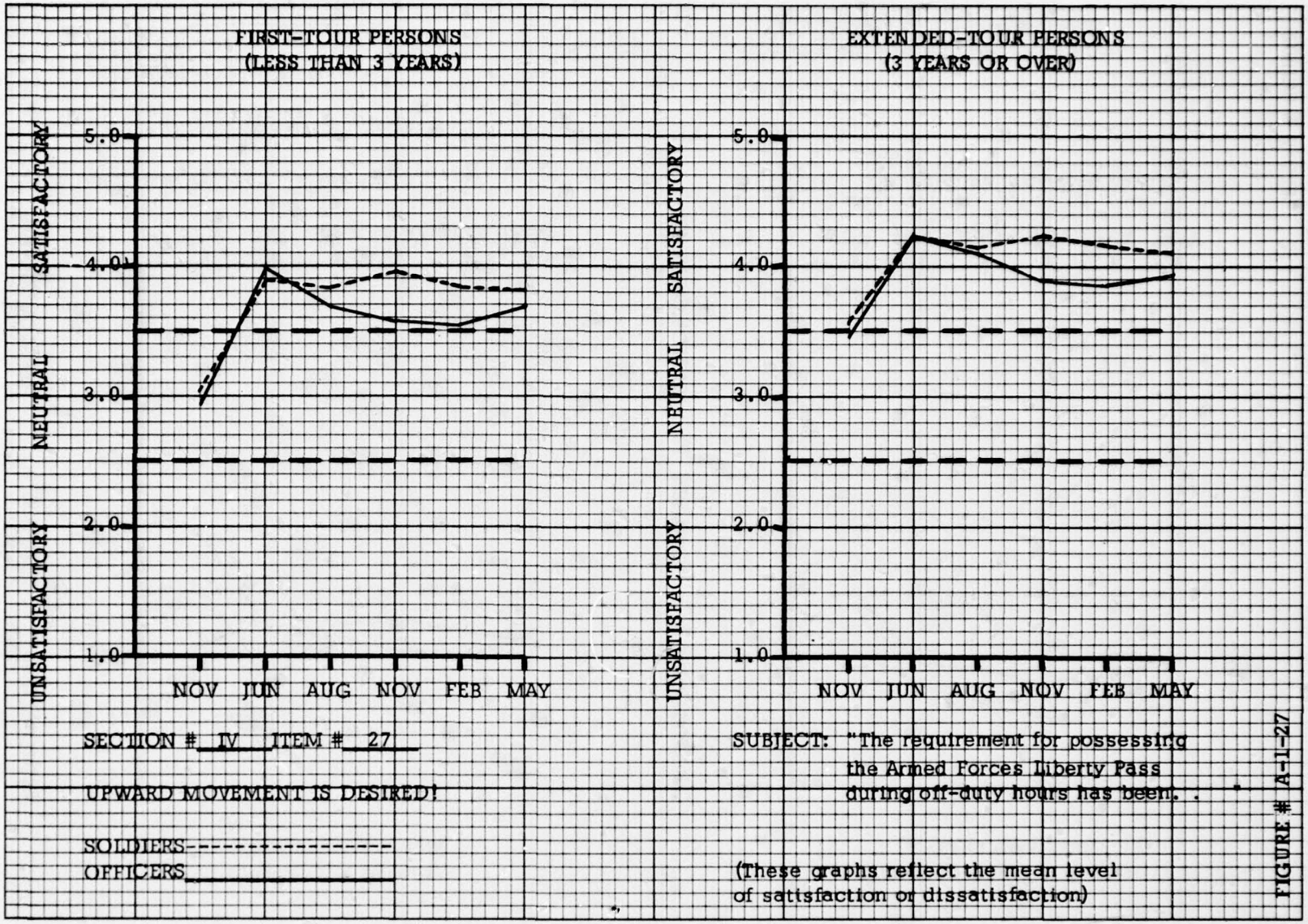

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SECTION # IV ITEM # 27
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SUBJECT: "The requirement for possessing the Armed Forces Liberty Pass during off-duty hours has been. . ."
(These graphs reflect the mean level of satisfaction or dissatisfaction)

FIGURE # A-1-27

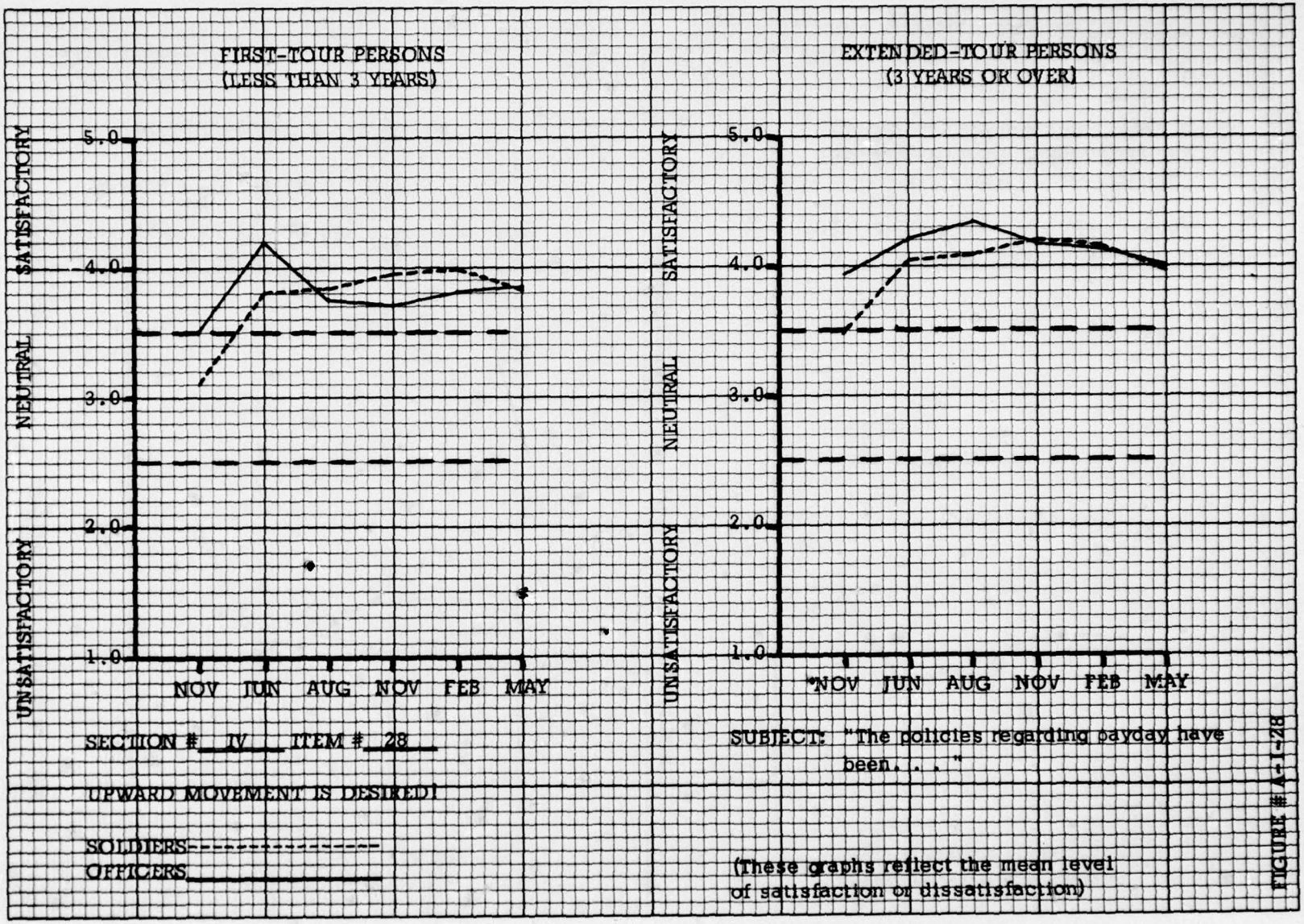
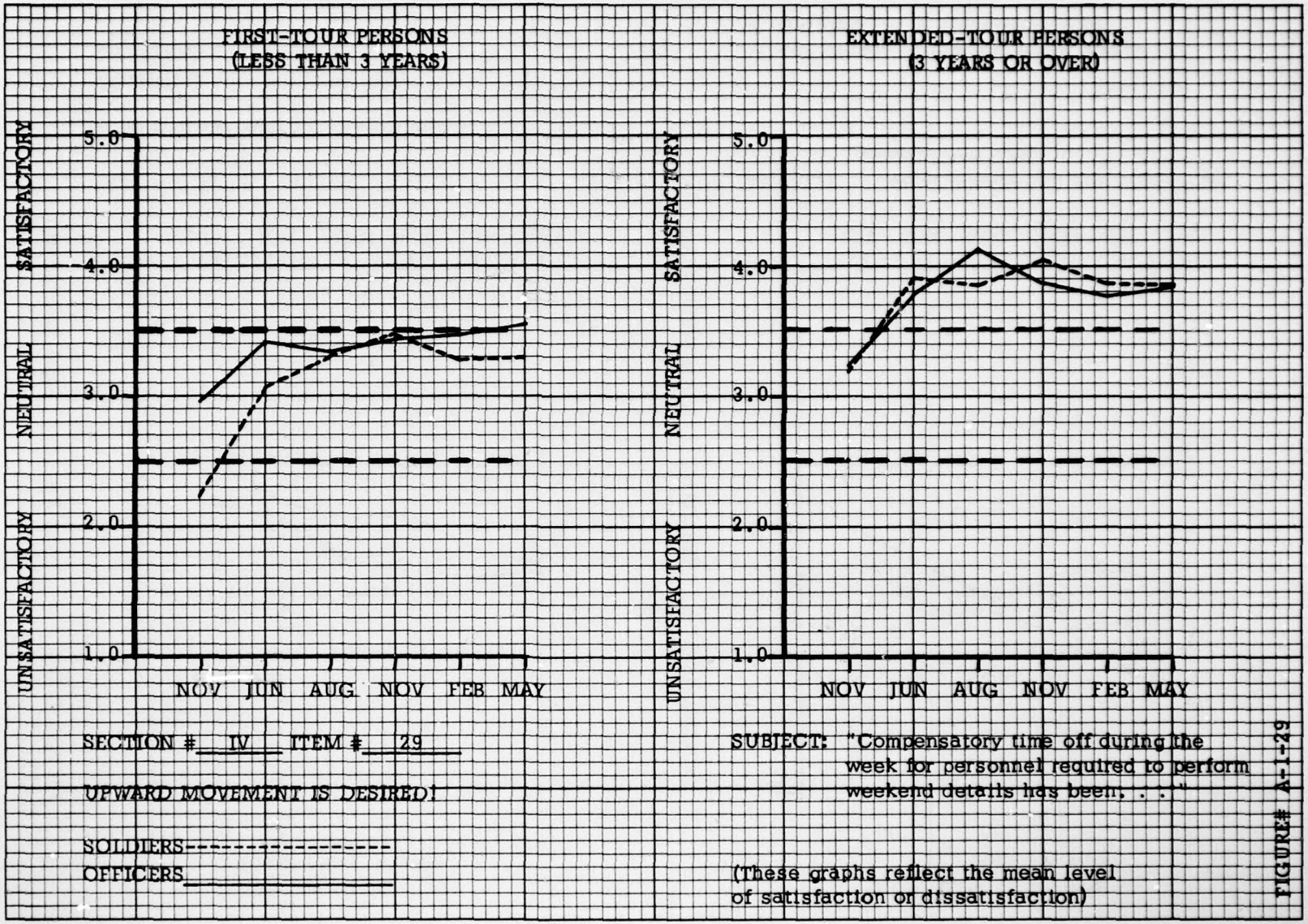

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SECTION # IV ITEM # 28
SUBJECT: "The policies regarding payday have been. . . ."
(UPWARD MOVEMENT IS DESIRED)
SOLDIERS----------
OFFICERS_____
(These graphs reflect the mean level of satisfaction or dissatisfaction)

FIGURE # A-I-28


FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SECTION # IV ITEM # 29
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS----------
SUBJECT: "Compensatory time off during the week for personnel required to perform weekend details has been. . . ."
(These graphs reflect the mean level of satisfaction or dissatisfaction)

FIGURE# A-1-29

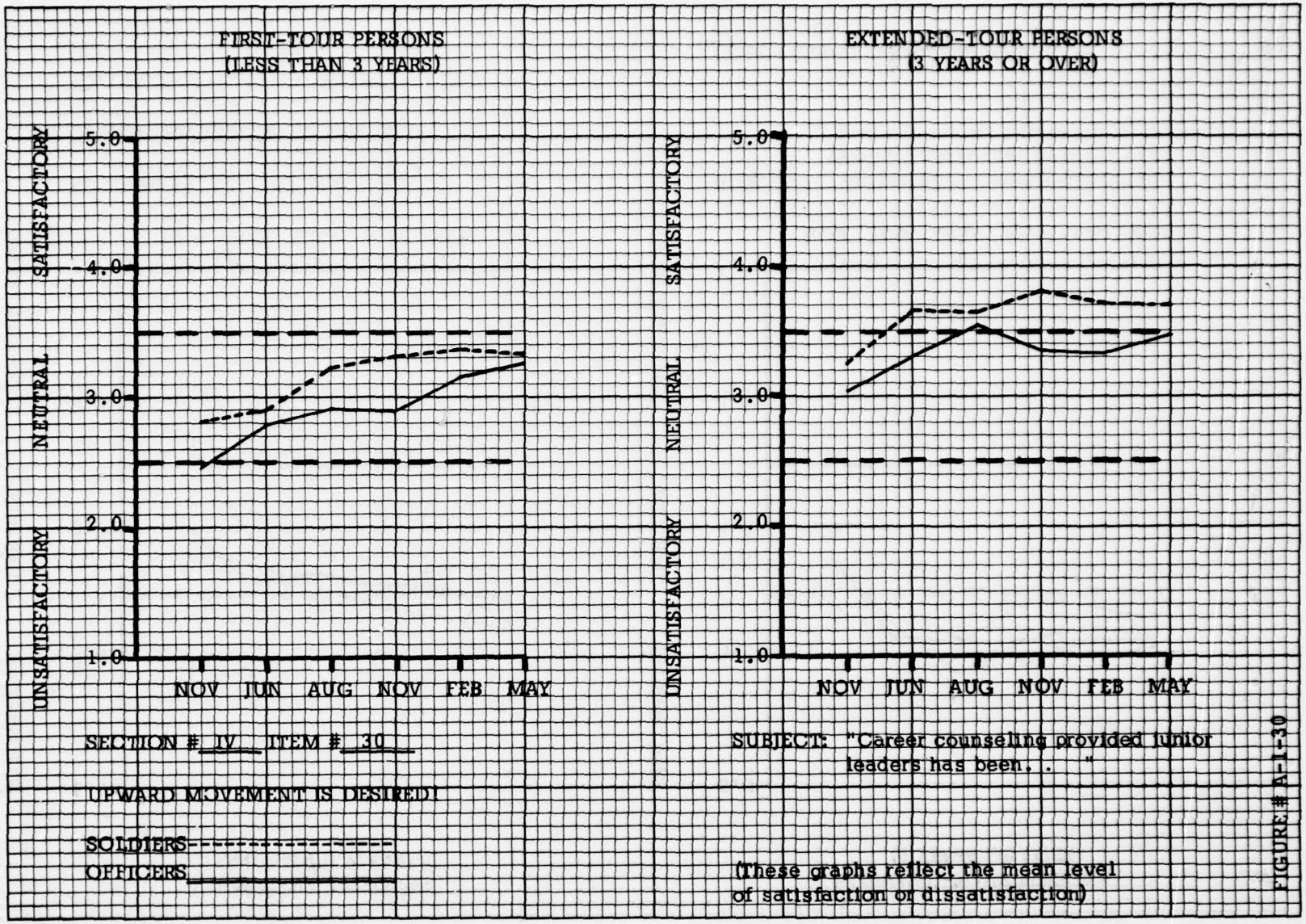

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SECTION # IV ITEM # 30
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
SUBJECT: "Career counseling provided junior leaders has been. . "
(These graphs reflect the mean level of satisfaction or dissatisfaction)

FIGURE # A-1-30

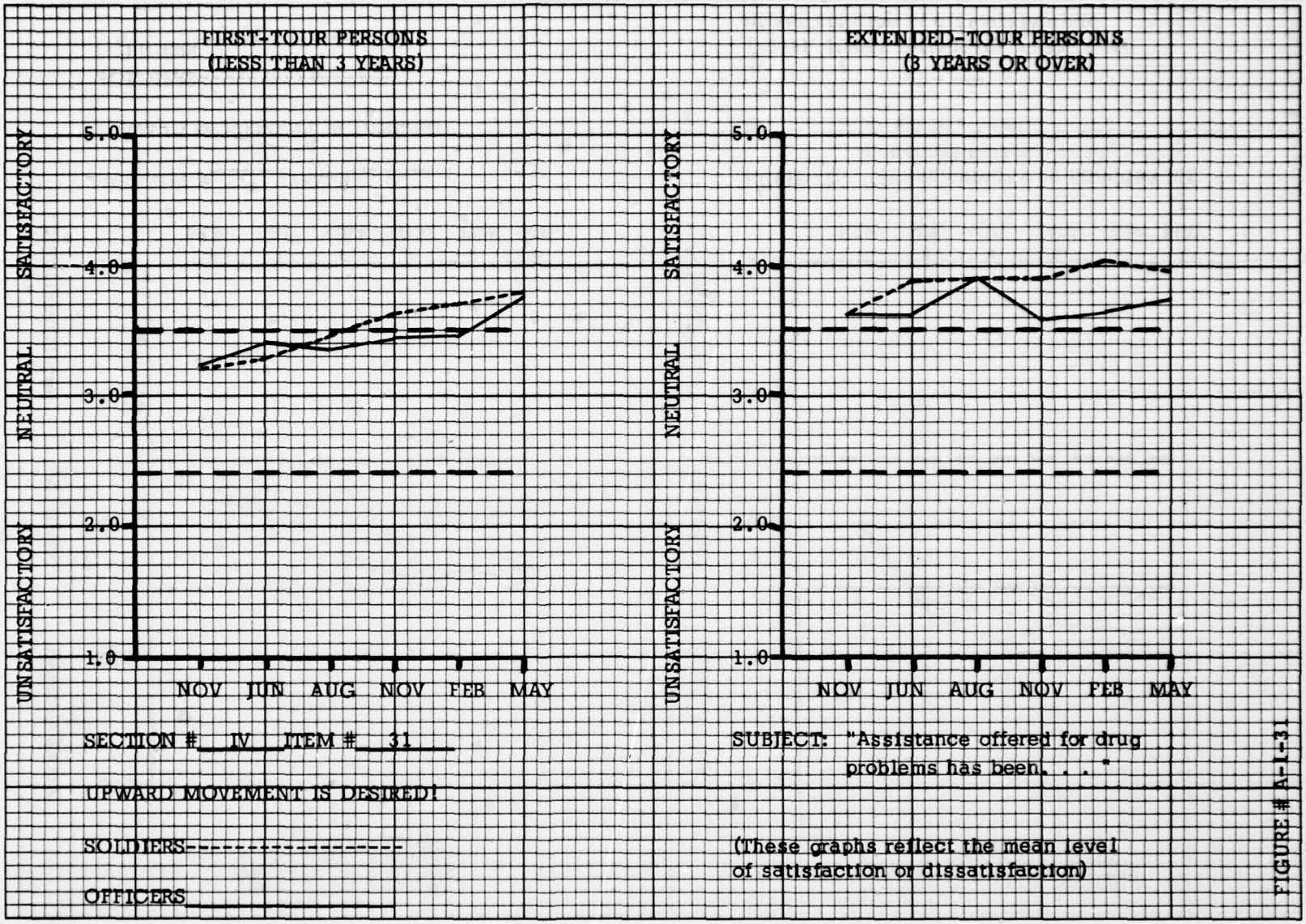

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SECTION # IV ITEM # 31
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS----------
SUBJECT: "Assistance offered for drug problems has been. . . ."
(These graphs reflect the mean level of satisfaction or dissatisfaction)

FIGURE # A-I-31

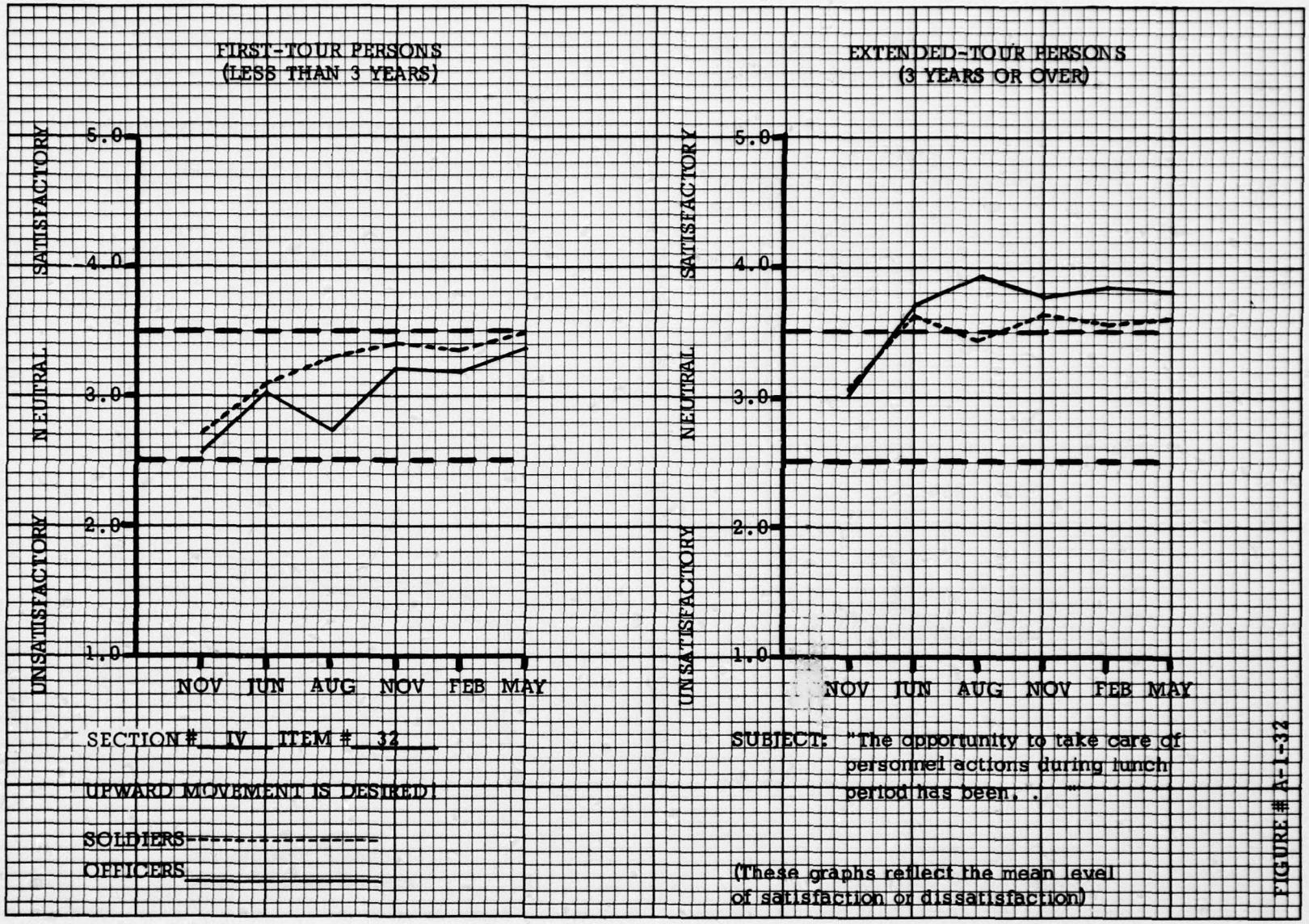

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SECTION # IV ITEM # 32
SUBJECT: "The opportunity to take care of personnel actions during lunch period has been. . ."
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
(These graphs reflect the mean level of satisfaction or dissatisfaction)

FIGURE # A-1-32

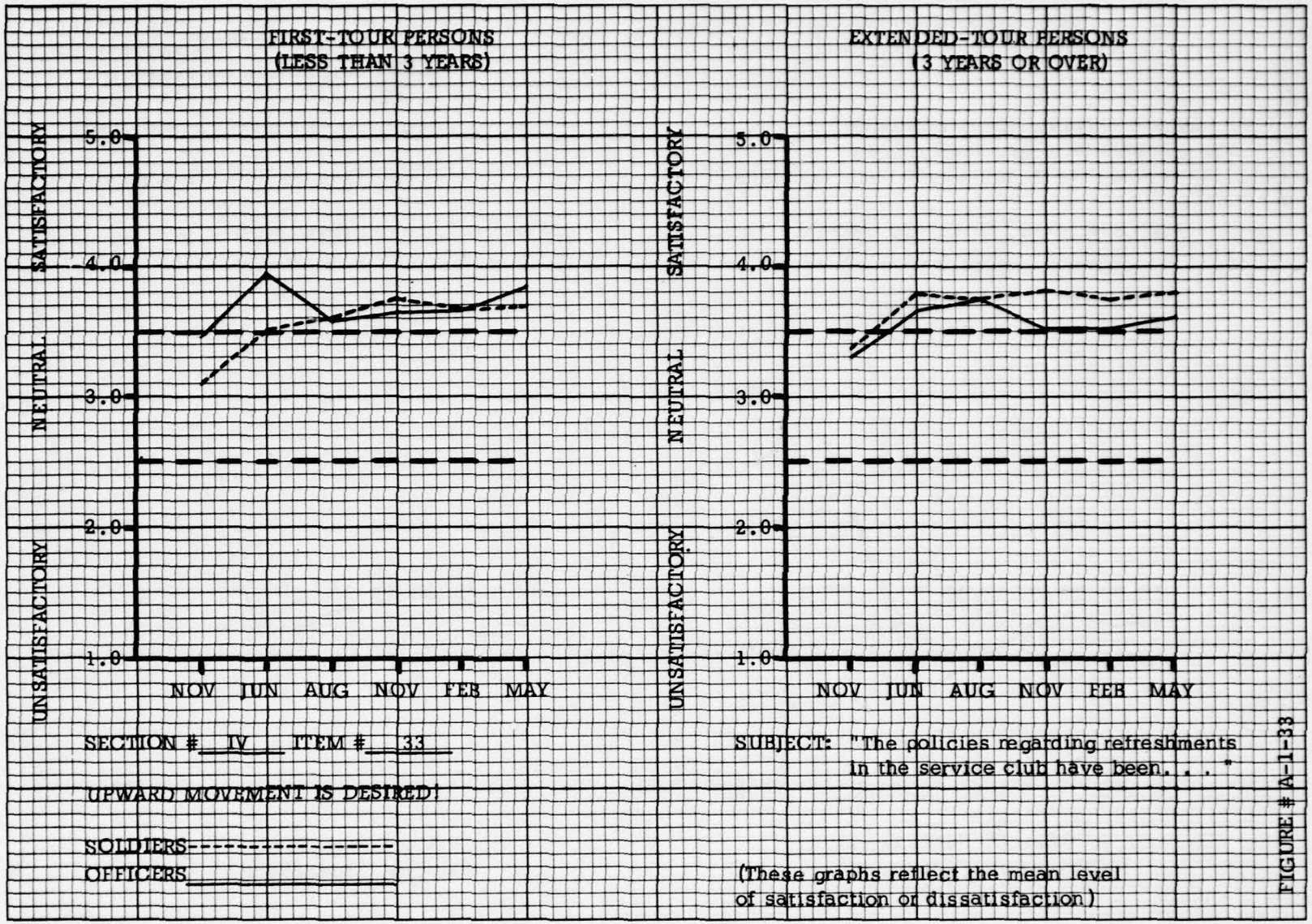

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SECTION # IV ITEM # 33
SUBJECT: "The policies regarding refreshments in the service club have been. . . "
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
(These graphs reflect the mean level of satisfaction or dissatisfaction)

FIGURE # A-1-33

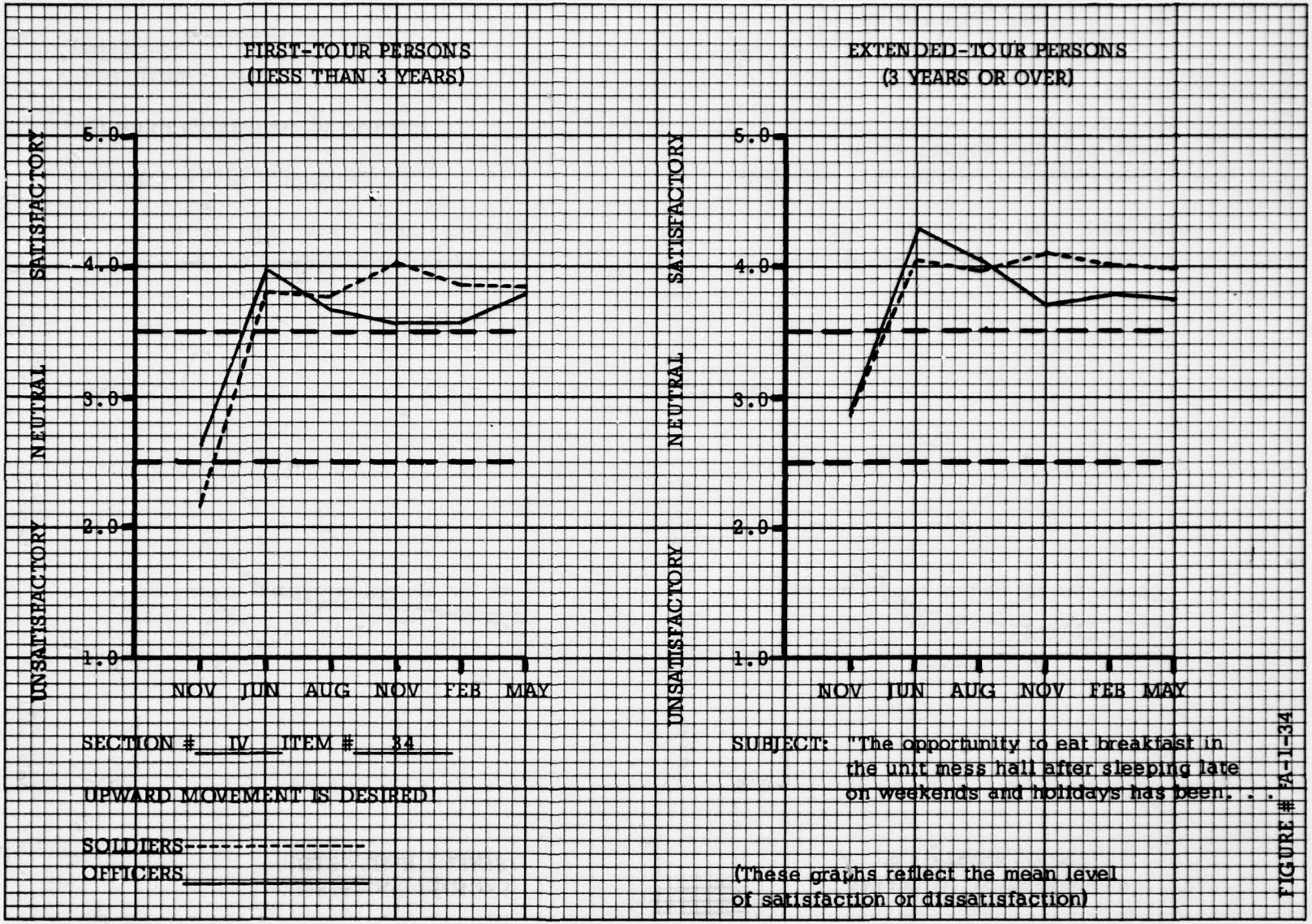


FIGURE # FA-1-34

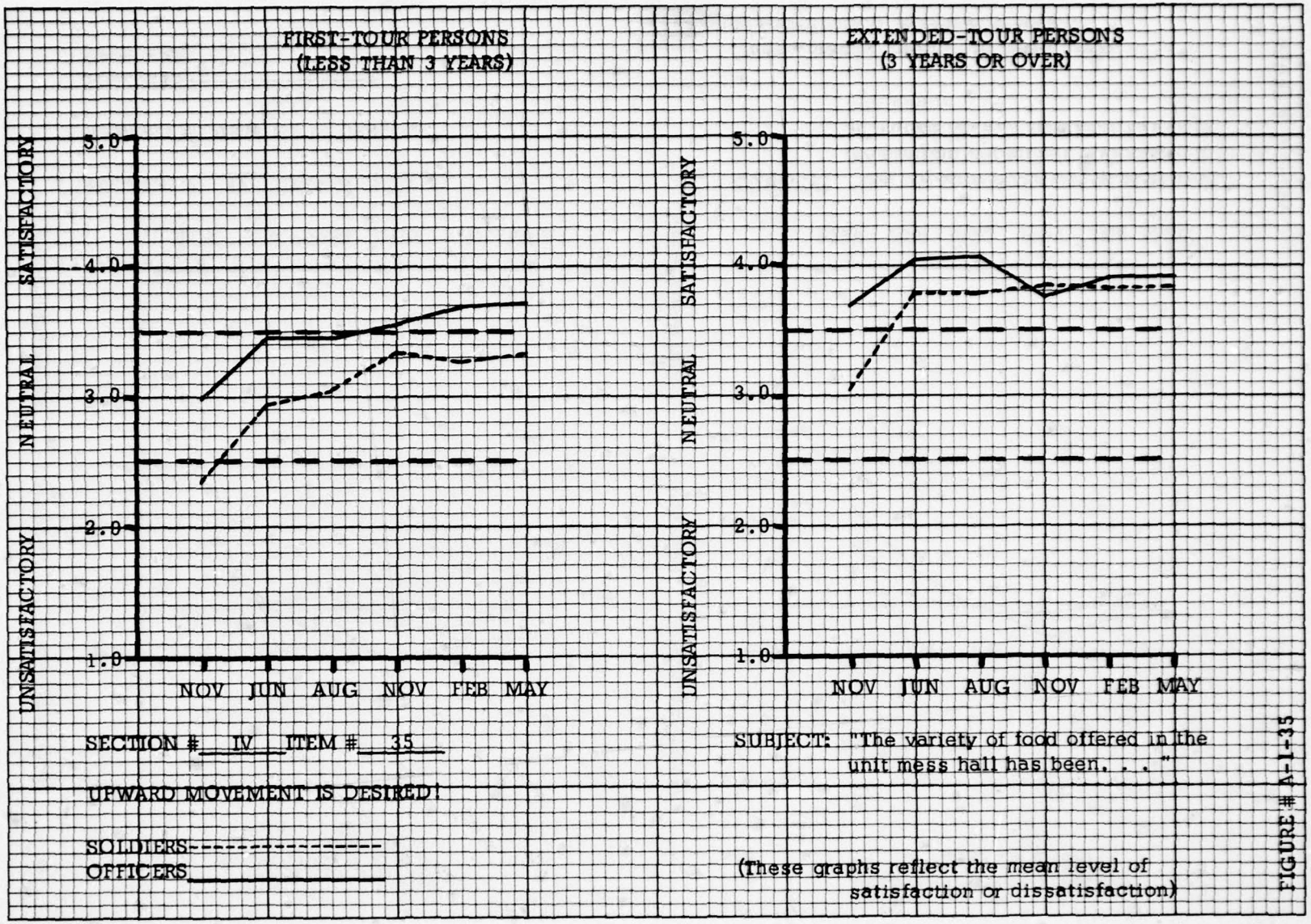

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SECTION # IV ITEM # 35
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SUBJECT: "The variety of food offered in the unit mess hall has been. . . ."
(These graphs reflect the mean level of satisfaction or dissatisfaction)

FIGURE # A-1-35

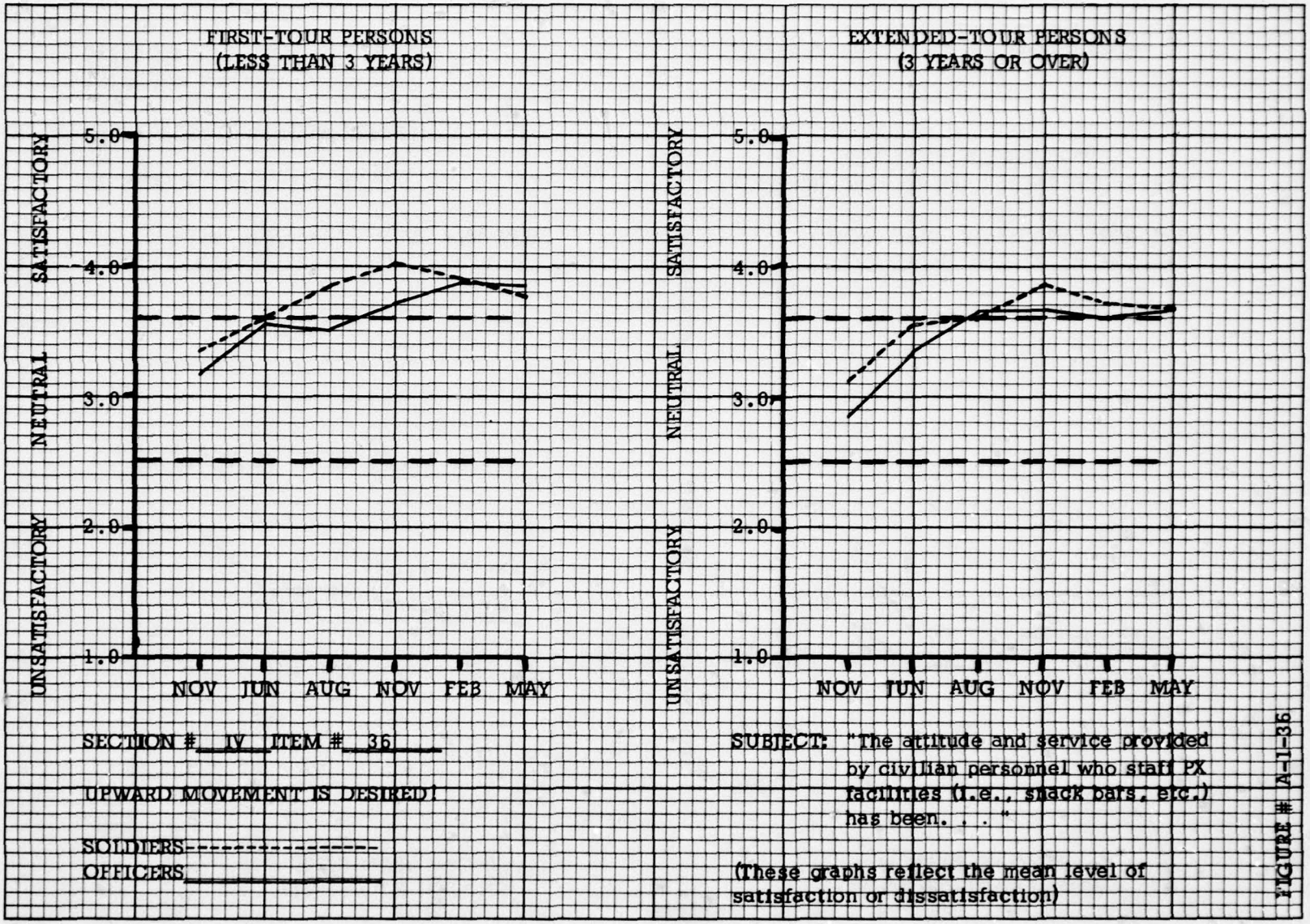

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV
JUN
AUG
NOV
FEB
MAY
SECTION # IV ITEM # 36
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV
JUN
AUG
NOV
FEB
MAY
SUBJECT: "The attitude and service provided by civilian personnel who staff PX facilities (i.e., snack bars, etc.) has been. . . ."
(These graphs reflect the mean level of satisfaction or dissatisfaction)

FIGURE # A-1-35

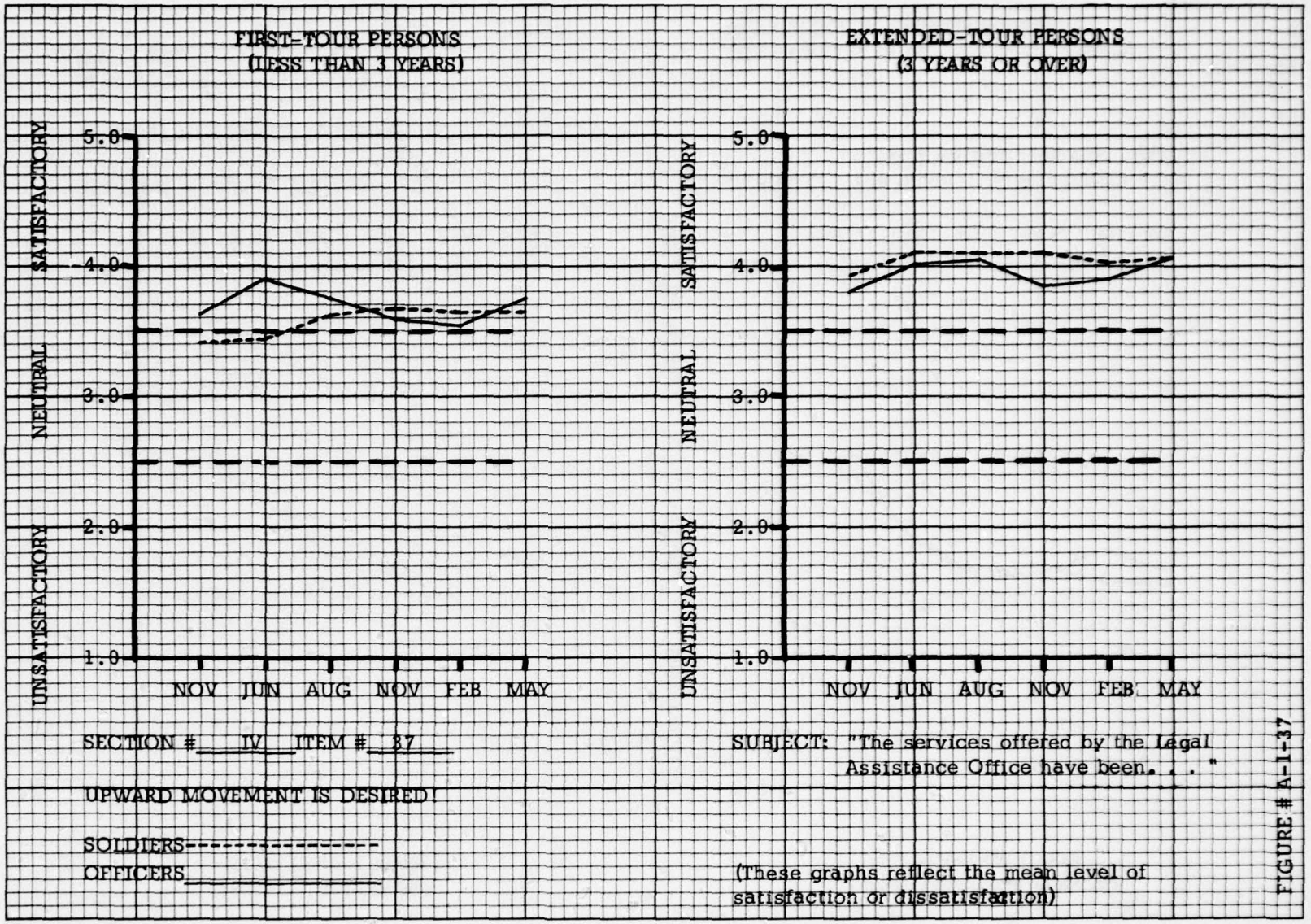

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SECTION # IV ITEM # 87
SUBJECT: "The services offered by the Legal Assistance Office have been. . . ."
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
(These graphs reflect the mean level of satisfaction or dissatisfaction)

FIGURE # A-1-37

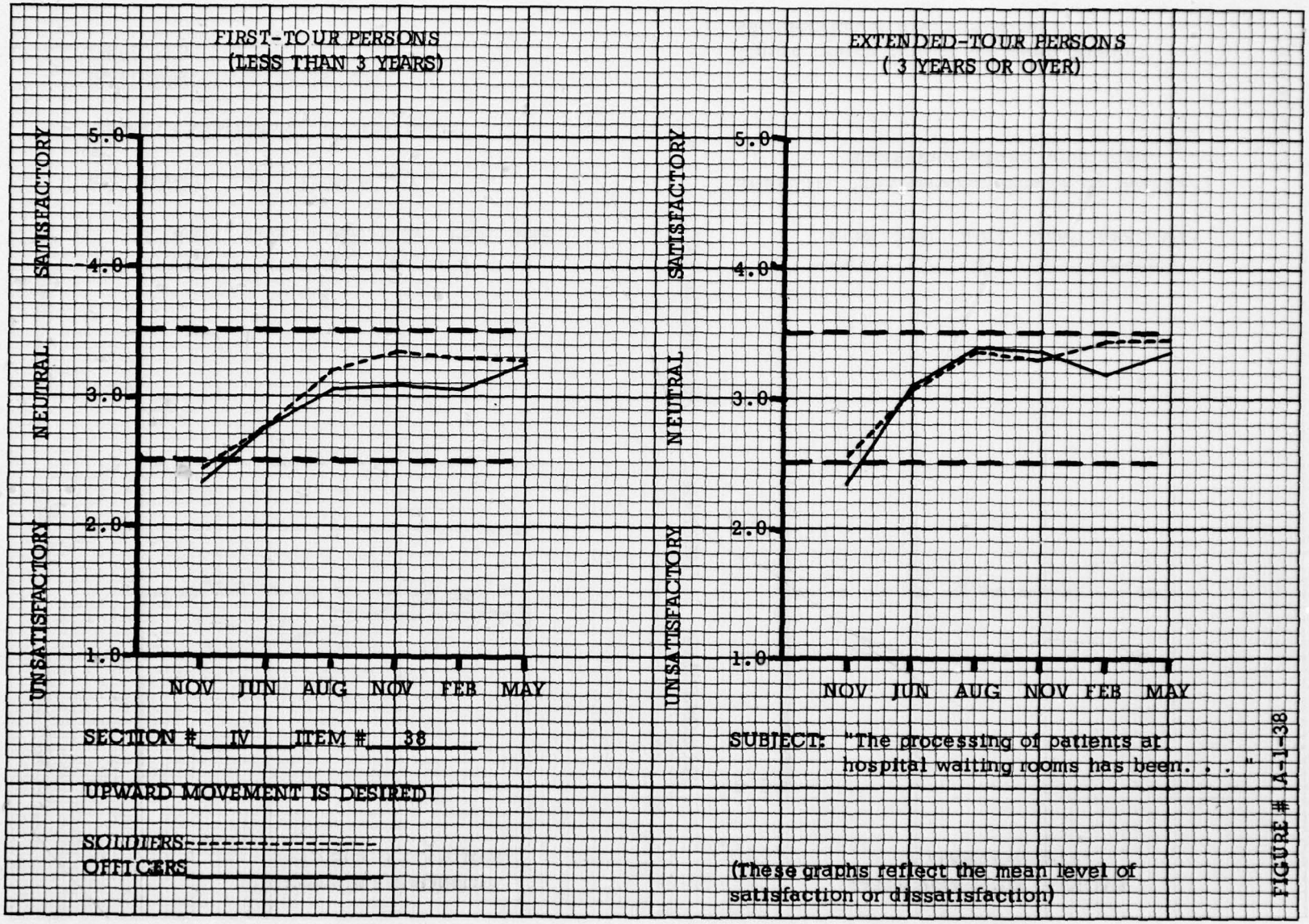
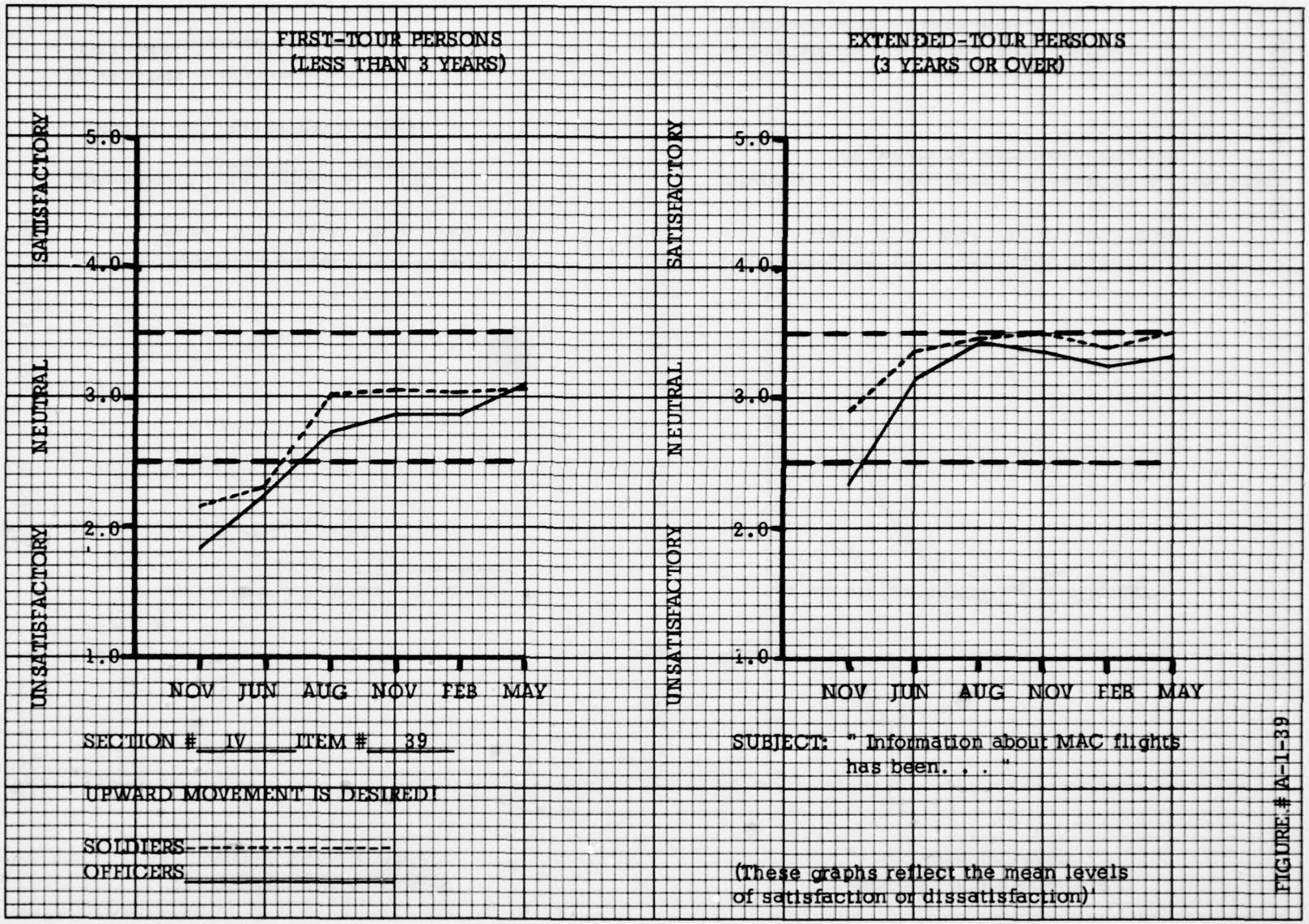
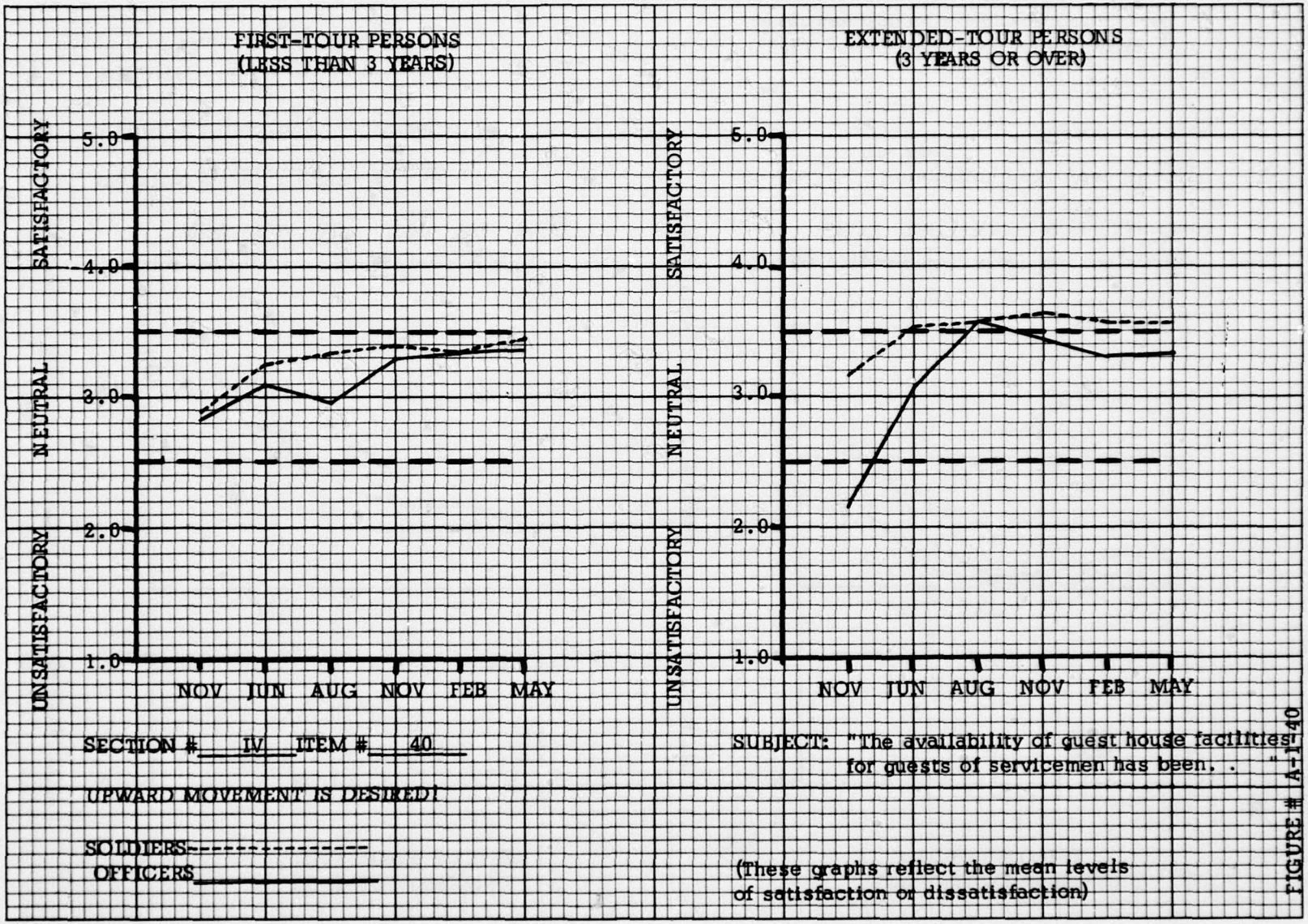

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SECTION # IV ITEM # 38
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
SUBJECT: "The processing of patients at hospital waiting rooms has been. . . ."
(These graphs reflect the mean level of satisfaction or dissatisfaction)

FIGURE # A-1-38


FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SECTION # IV ITEM # 39
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SUBJECT: " Information about MAC flights has been. . . "
(These graphs reflect the mean levels of satisfaction or dissatisfaction)
FIGURE # A-1-39



SECTION # IV ITEM # 40

UPWARD MOVEMENT IS DESIRED!

SOLDIERS----------

OFFICERS_____

SUBJECT: "The availability of guest house facilities for guests of servicemen has been. . "

(These graphs reflect the mean levels of satisfaction or dissatisfaction)

FIGURE # A-1-40

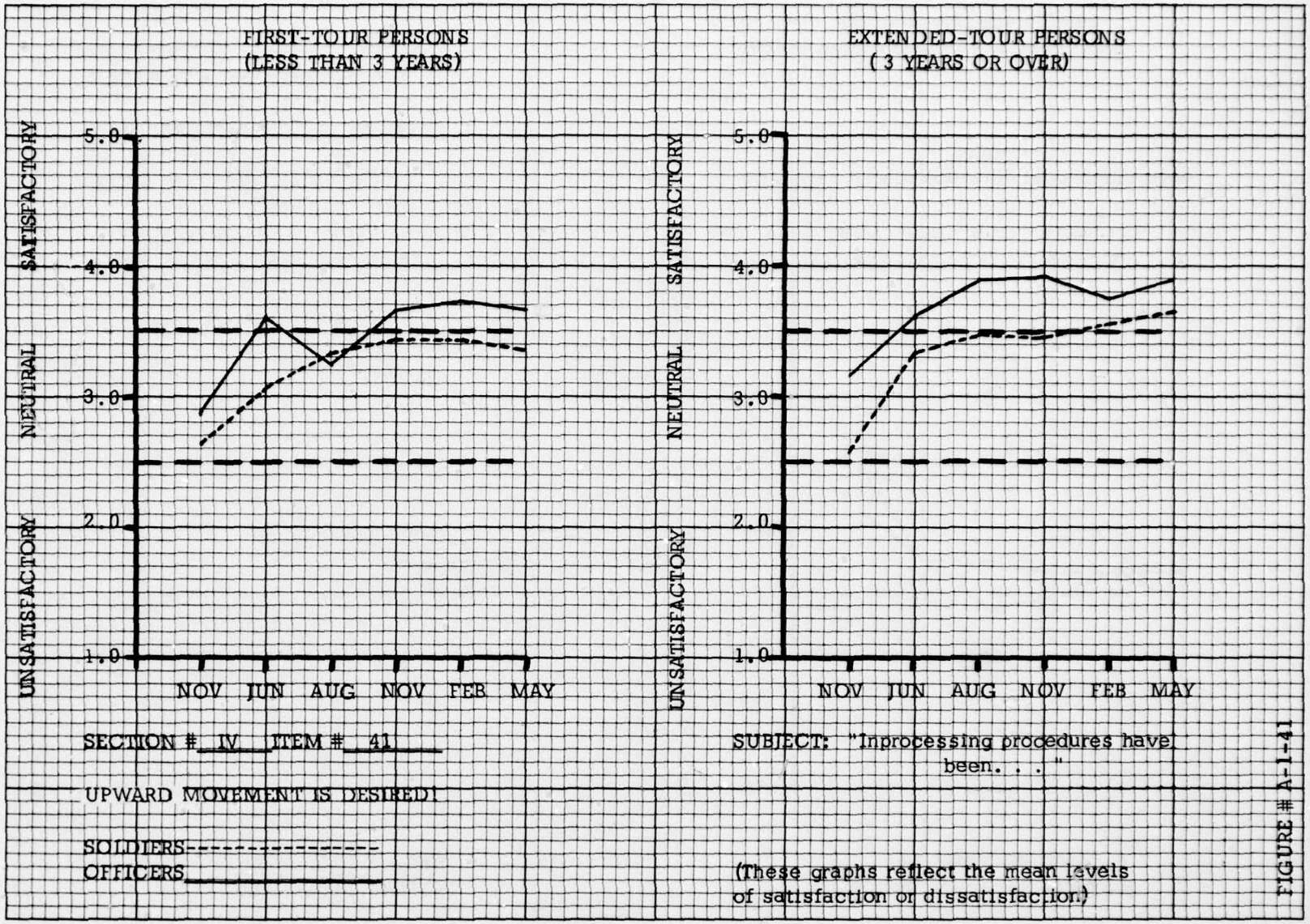

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SECTION # IV ITEM # 41
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SUBJECT: "Inprocessing procedures have been. . ."
(These graphs reflect the mean levels of satisfaction or dissatisfaction.)

FIGURE # A-1-41

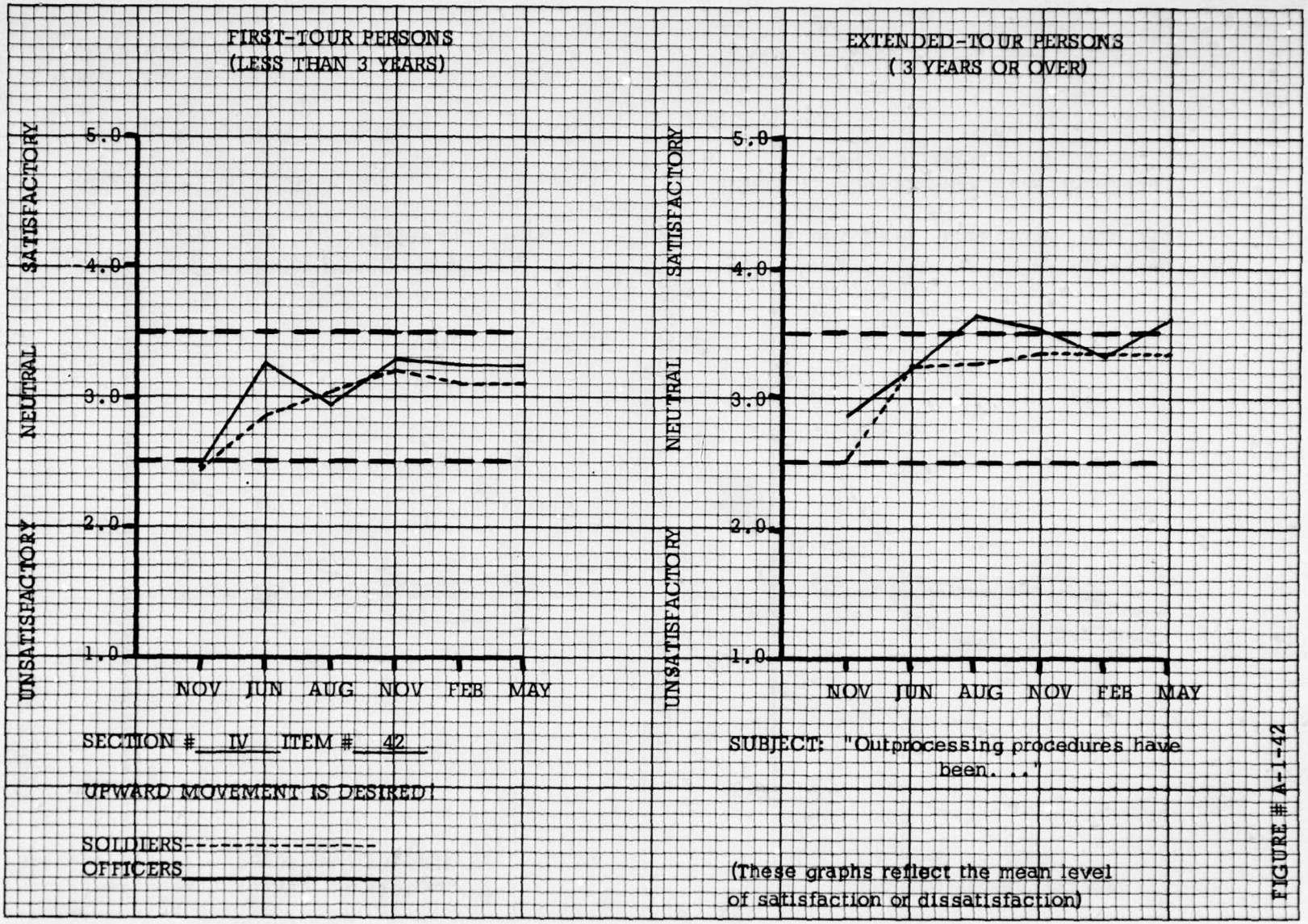

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SECTION # IV ITEM # 42
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SUBJECT: "Outprocessing procedures have been. . ."
(These graphs reflect the mean level of satisfaction or dissatisfaction)

FIGURE # A-I-42

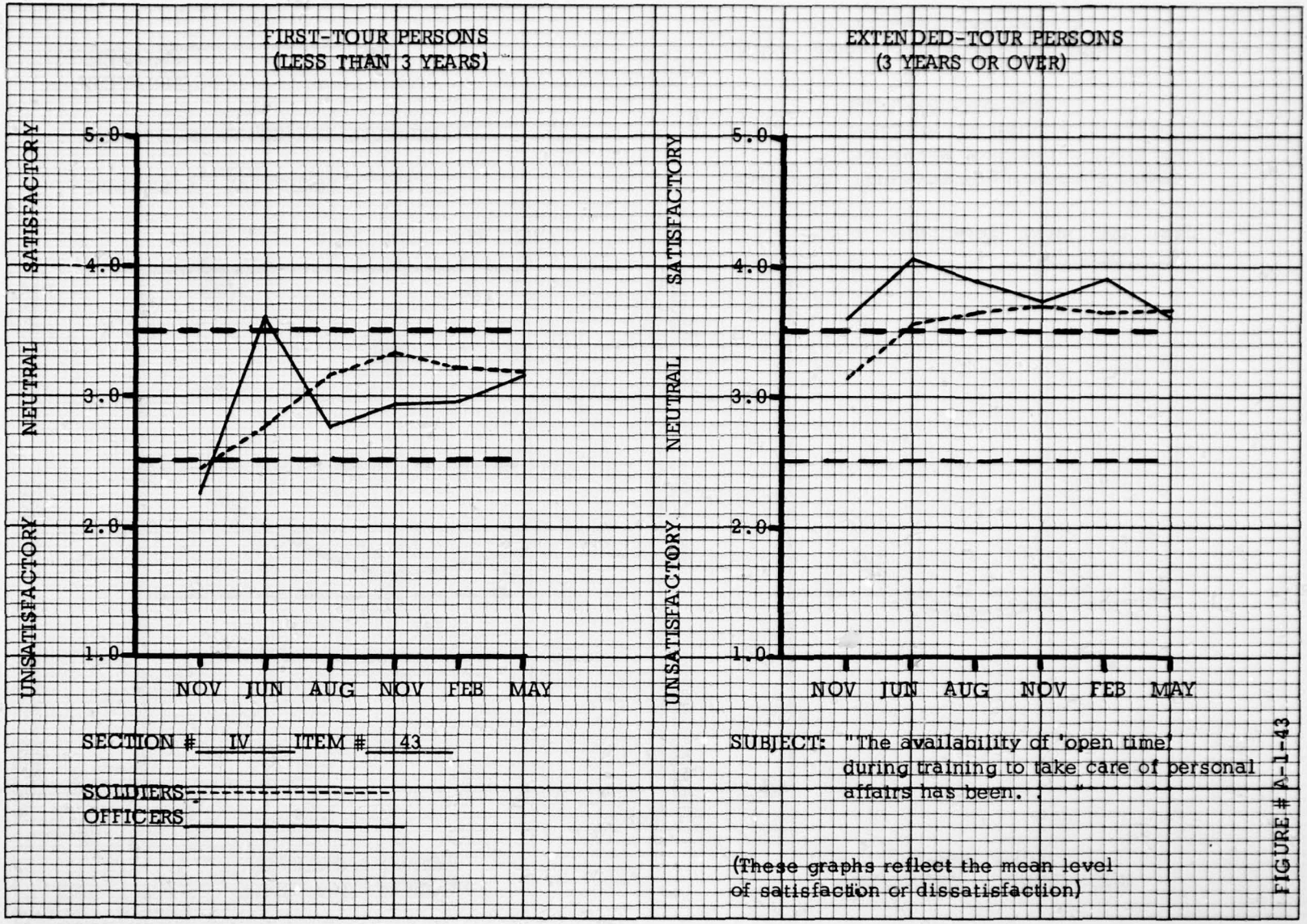

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SECTION # IV ITEM # 43
SOLDIERS
OFFICERS
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SUBJECT: "The availability of 'open time' during training to take care of personal affairs has been. . ."
(These graphs reflect the mean level of satisfaction or dissatisfaction)

FIGURE # A-1-43

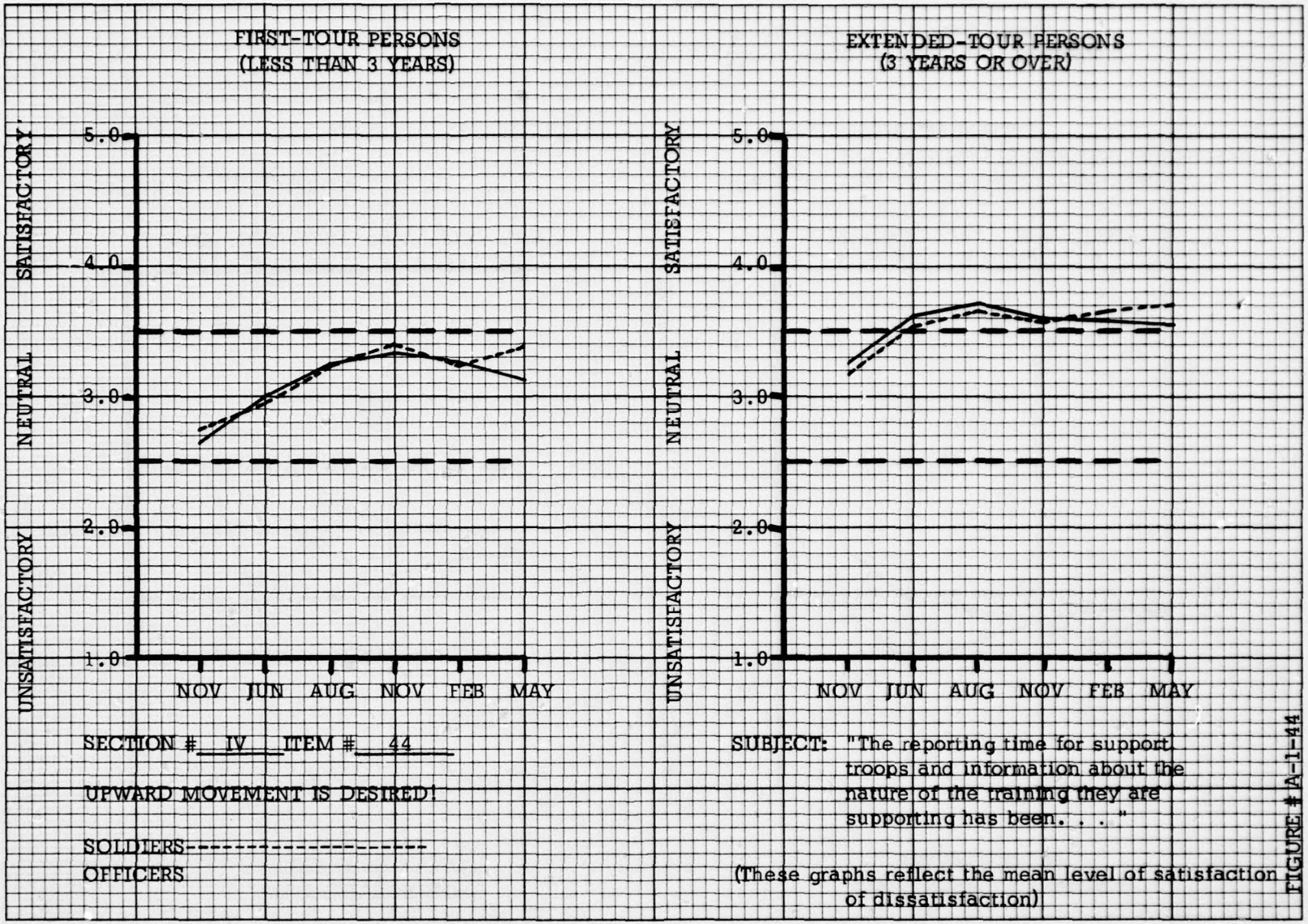

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV
JUN
AUG
NOV
FEB
MAY
SECTION # IV ITEM # 44
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS
SUBJECT: "The reporting time for support troops and information about the nature of the training they are supporting has been. . . "
(These graphs reflect the mean level of satisfaction of dissatisfaction)

FIGURE # A-1-44

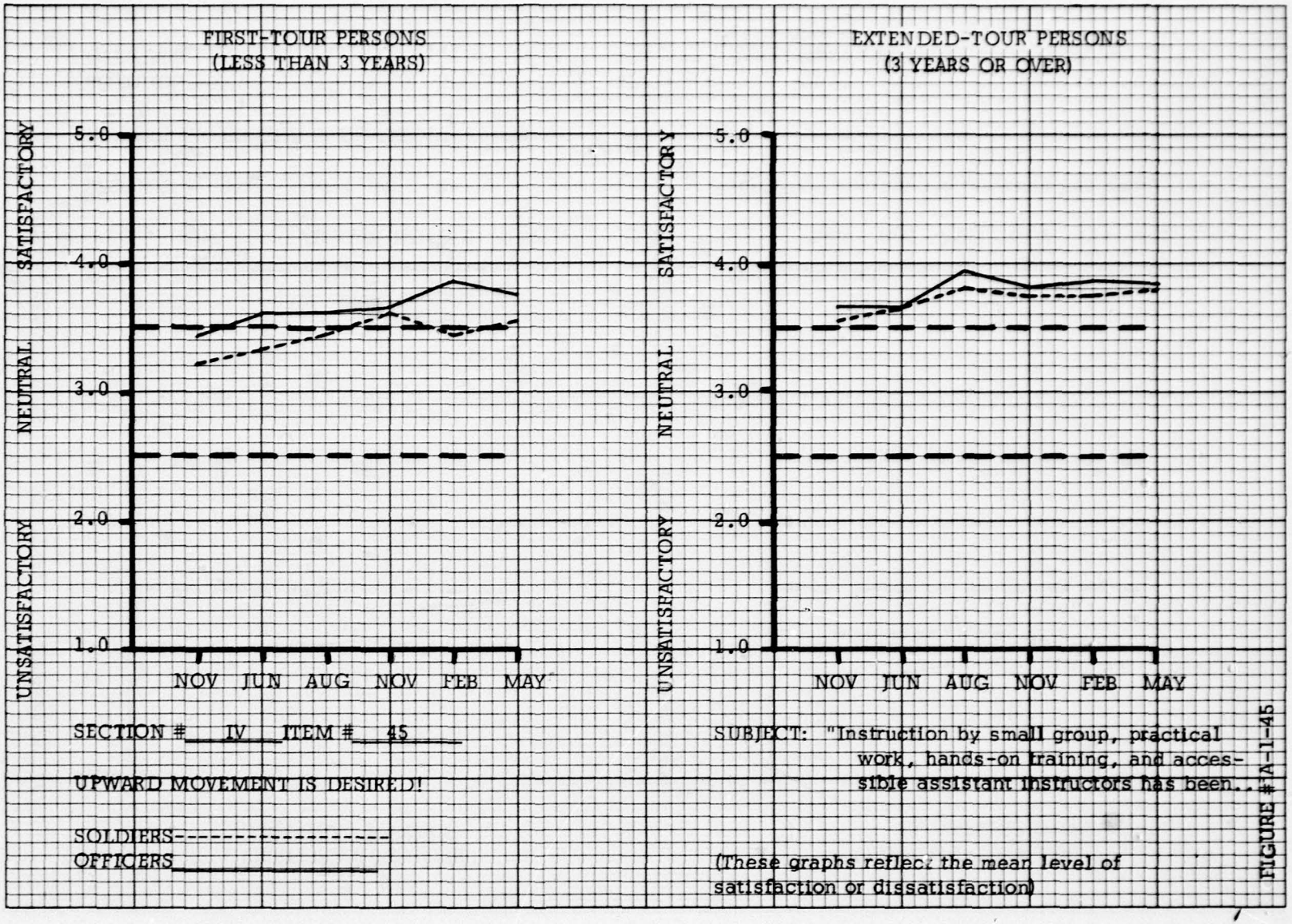

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SECTION # IV ITEM # 45
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
SUBJECT: "Instruction by small group, practical work, hands-on training, and accessible assistant instructors has been..
(These graphs reflect the mean level of satisfaction or dissatisfaction)

FIGURE #A-1-45

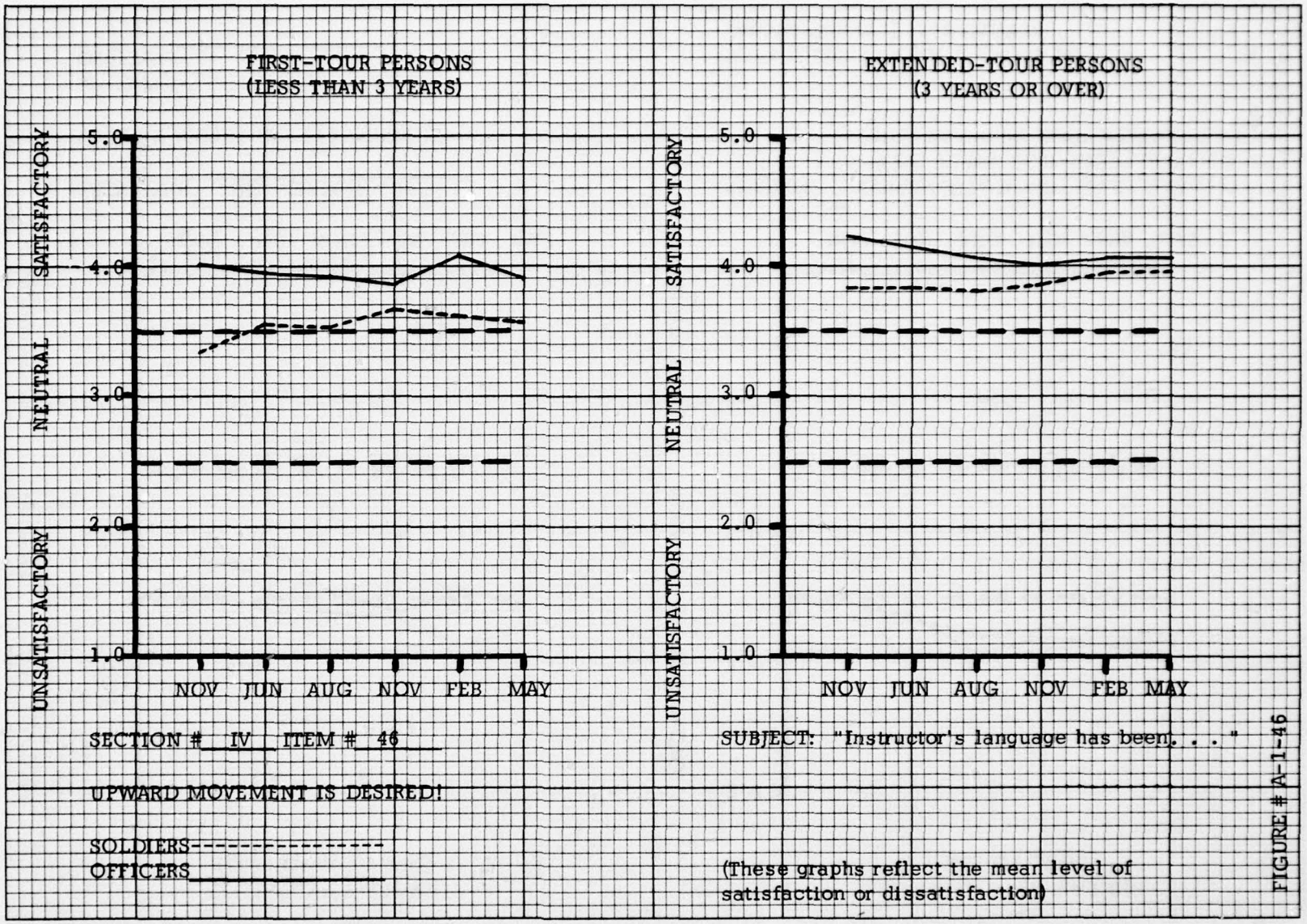
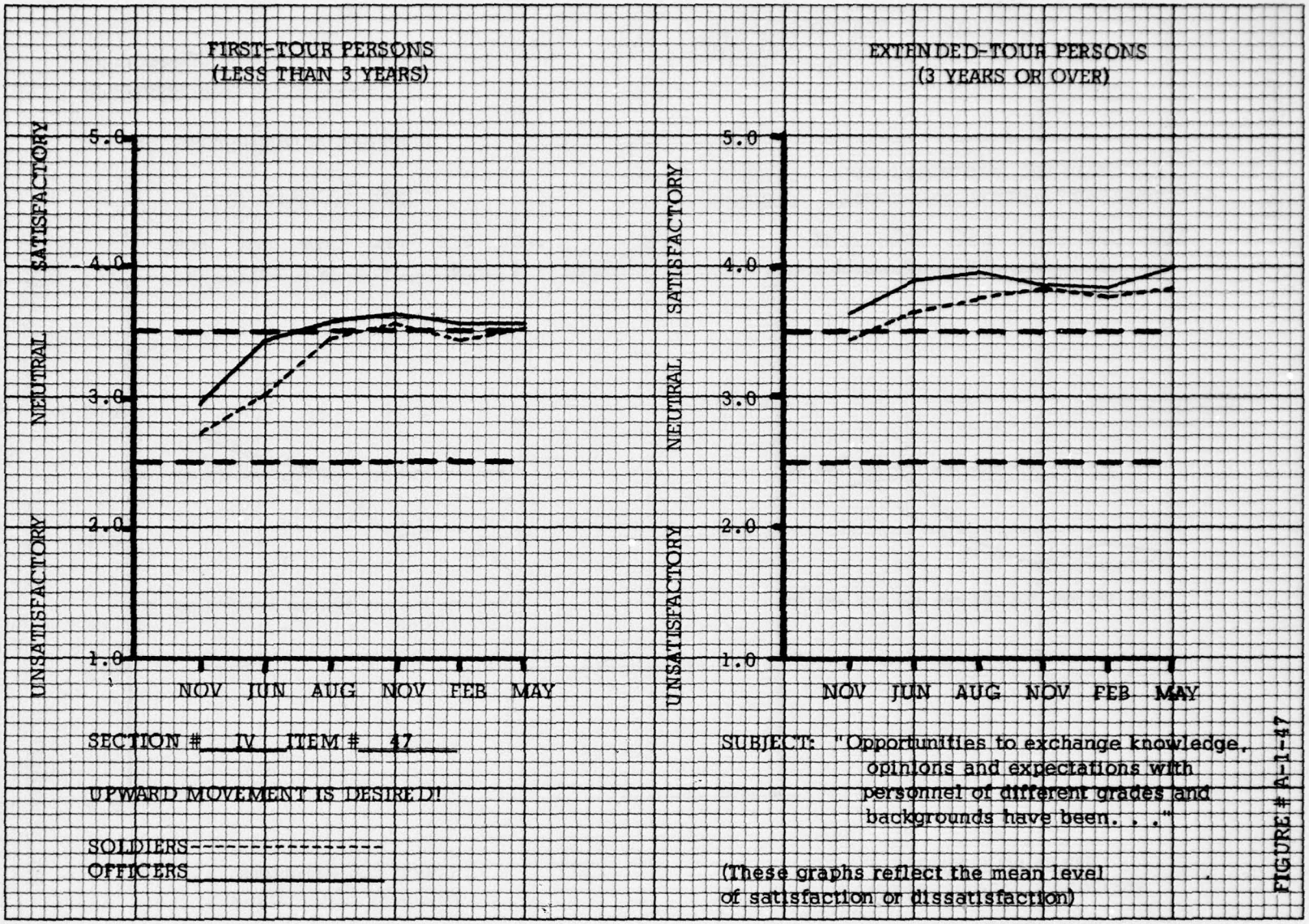
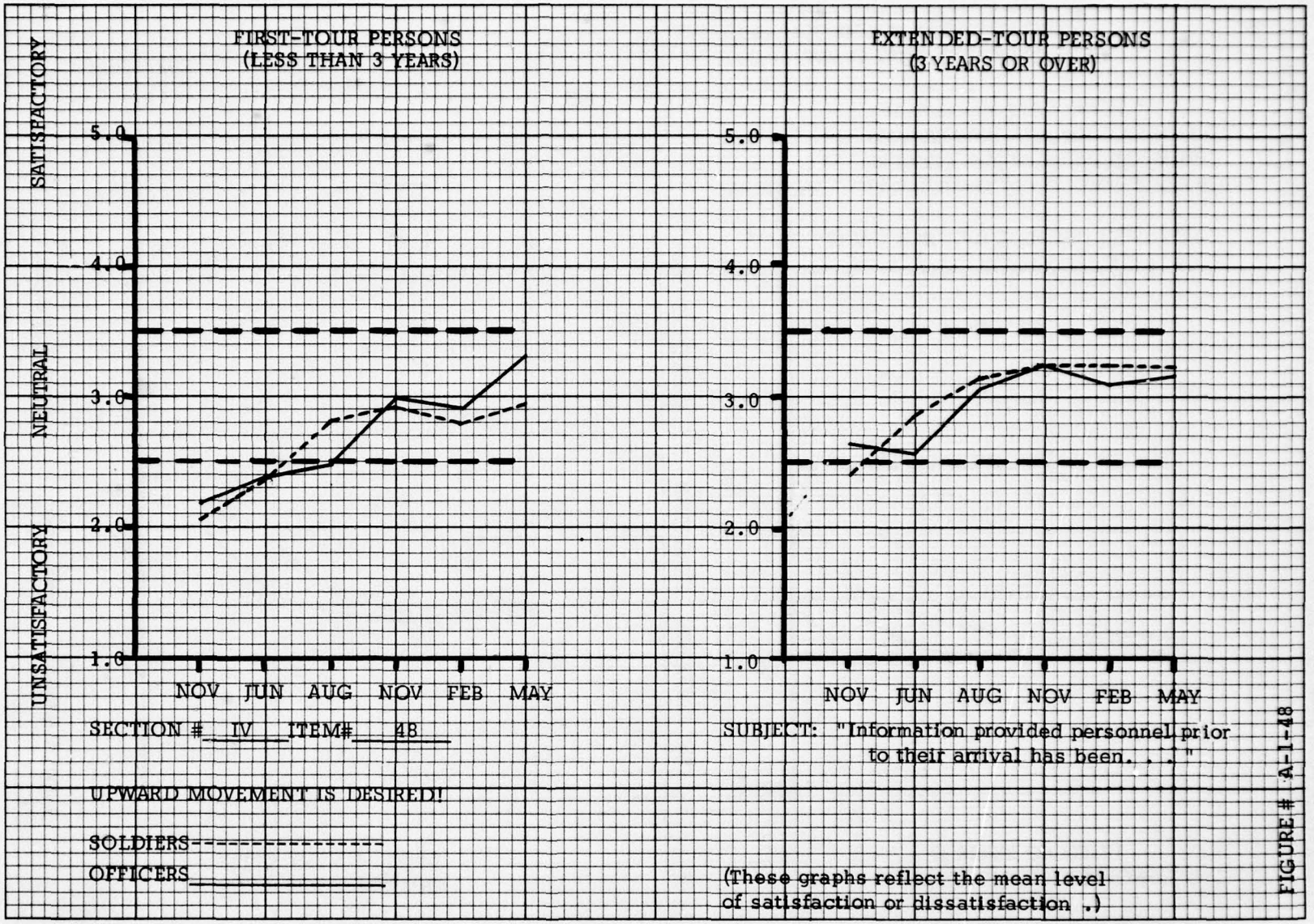

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SECTION # IV ITEM # 46
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SUBJECT: "Instructor's language has been. . . "
(These graphs reflect the mean level of satisfaction or dissatisfaction)

FIGURE # A-1-46


FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SECTION # IV ITEM # 47
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
SUBJECT: "Opportunities to exchange knowledge, opinions and expectations with personnel of different grades and backgrounds have been. . ."
(These graphs reflect the mean level of satisfaction or dissatisfaction)
FIGURE # A-1-47


FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SECTION # IV ITEM# 48
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
SUBJECT: "Information provided personnel prior to their arrival has been. . . ."
(These graphs reflect the mean level of satisfaction or dissatisfaction .)
FIGURE # A-1-48

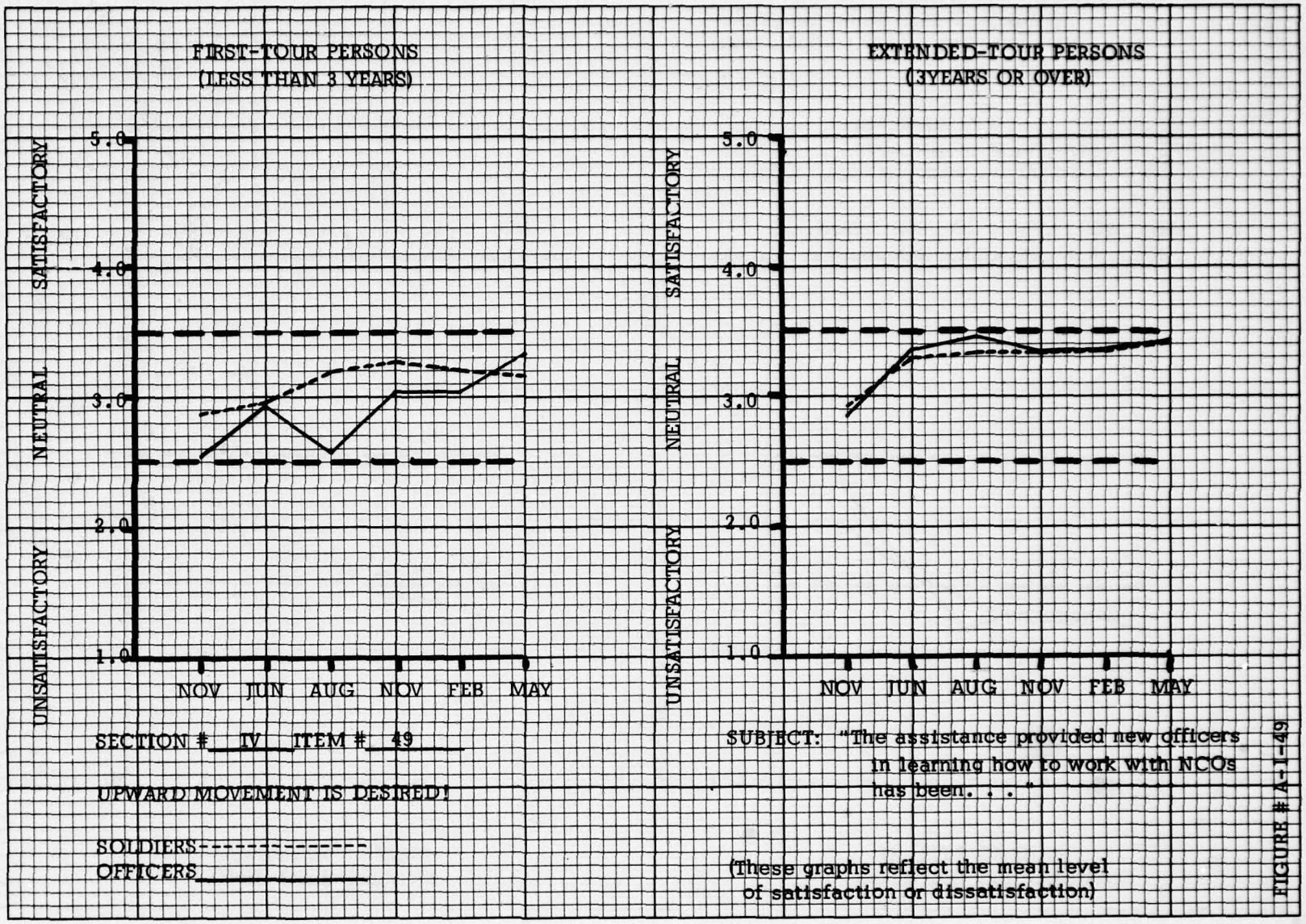

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SECTION # IV ITEM # 49
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
EXTENDED-TOUR PERSONS
(3YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SUBJECT: "The assistance provided new officers in learning how to work with NCOs has been. . . "
(These graphs reflect the mean level of satisfaction or dissatisfaction)

FIGURE # A-I-49

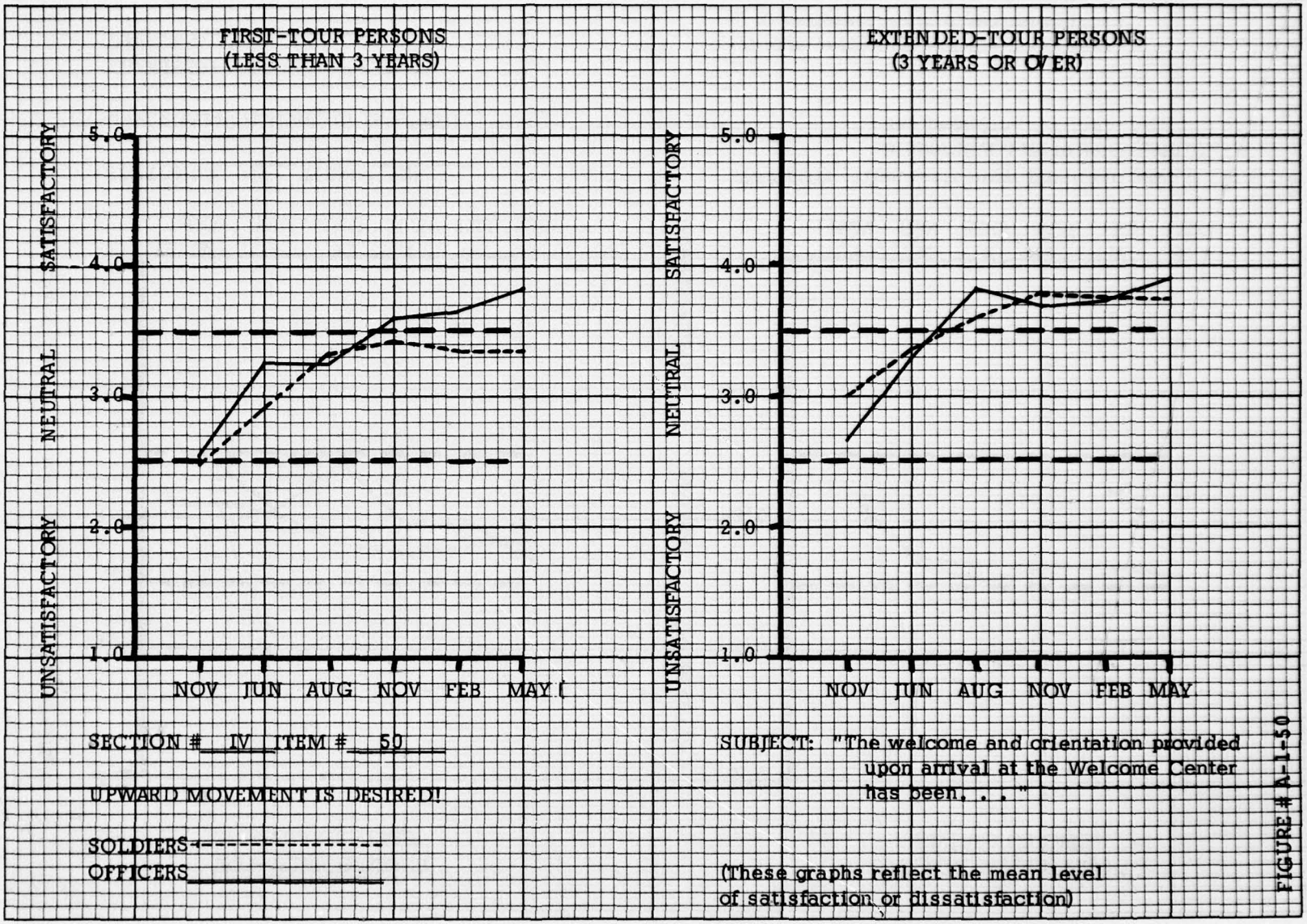

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SECTION # IV ITEM # 50
UPWARD MOVEMENT IS DESIRED!
SOLDIERS
OFFICERS
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SUBJECT: "The welcome and orientation provided upon arrival at the Welcome Center has been. . ."
(These graphs reflect the mean level of satisfaction or dissatisfaction)

FIGURE # A-1-50

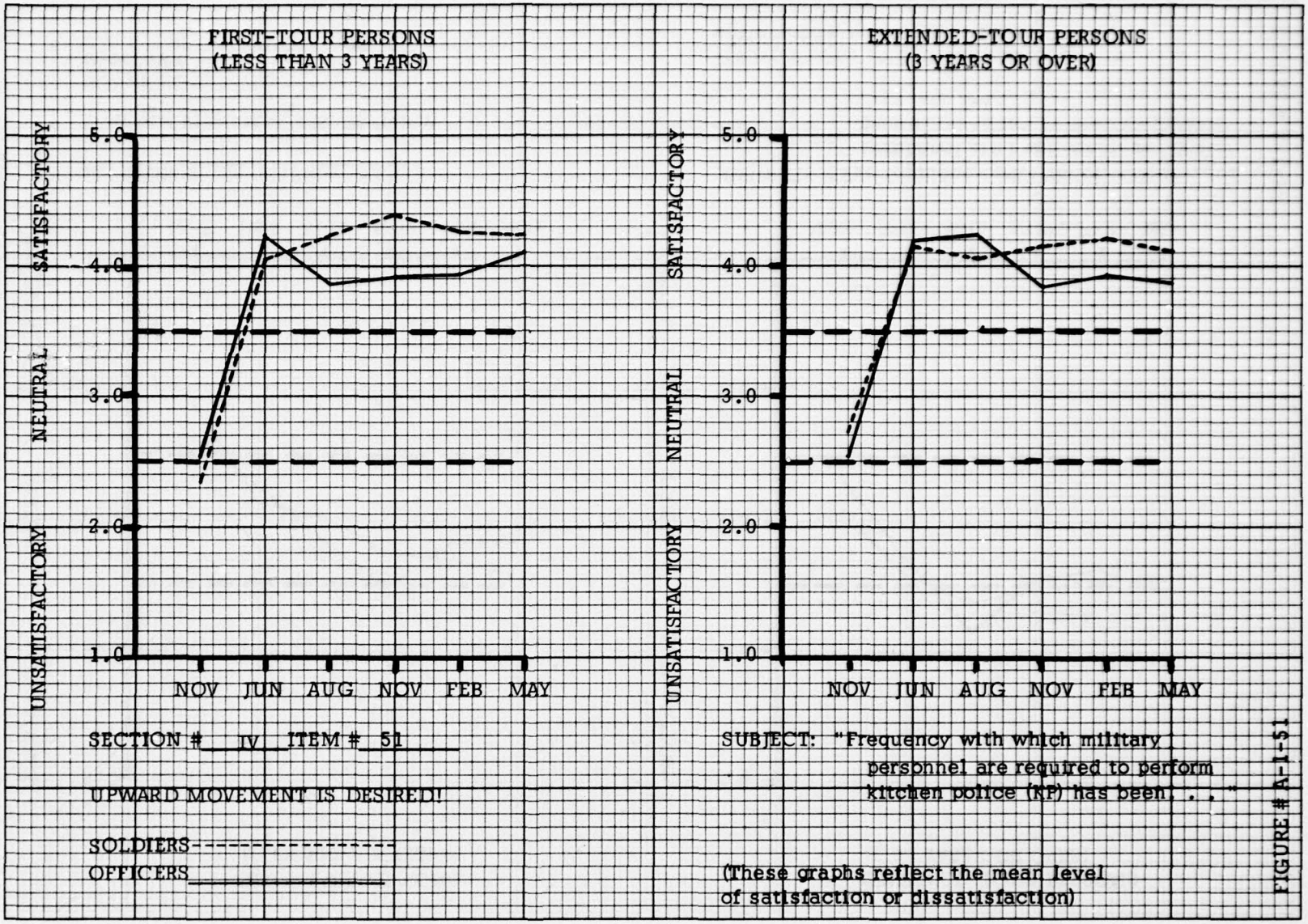

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SECTION # IV ITEM # 51
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
SUBJECT: "Frequency with which military personnel are required to perform kitchen police (KP) has been. . ."
(These graphs reflect the mean level of satisfaction or dissatisfaction)

FIGURE # A-1-51

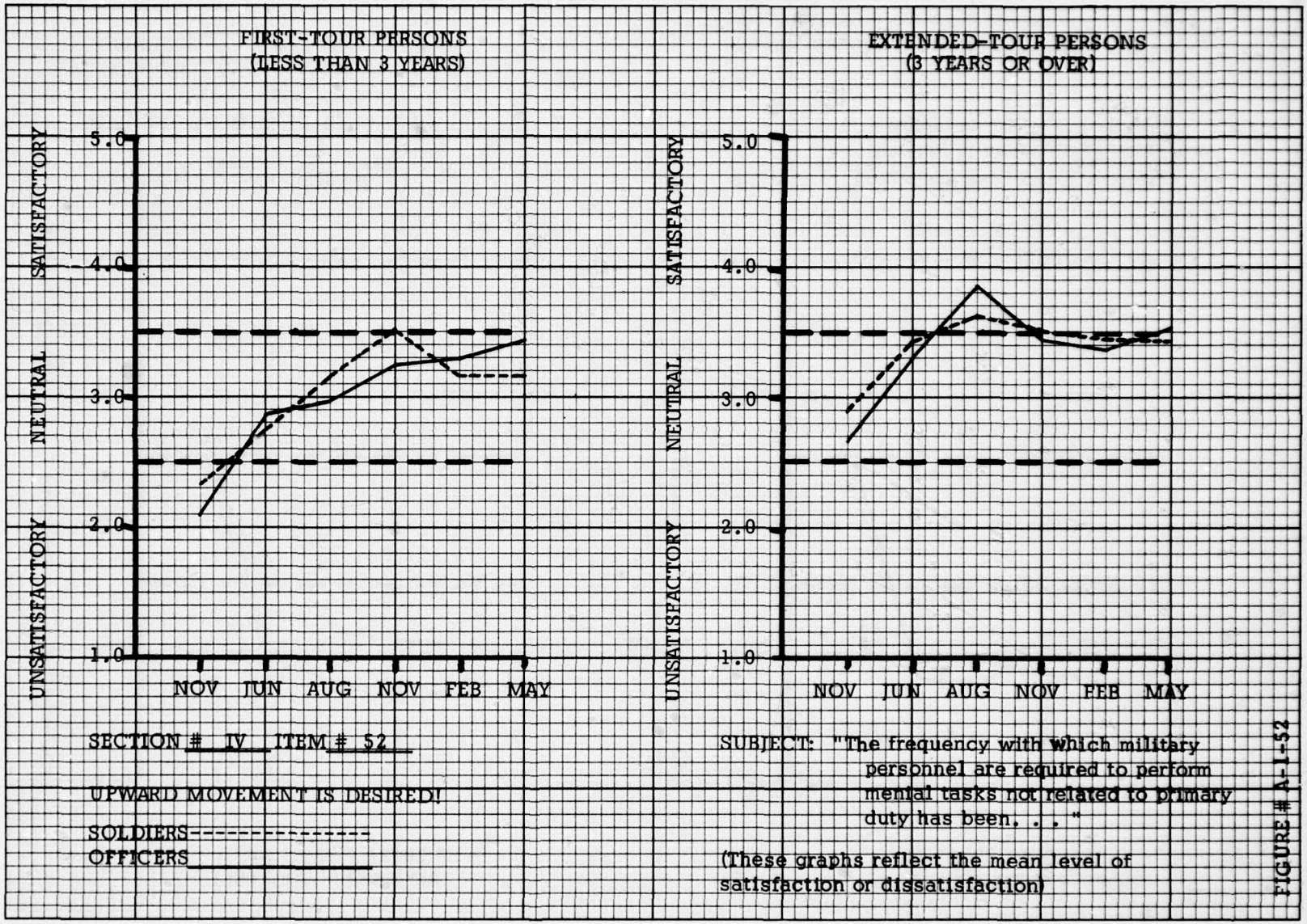

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SECTION # IV ITEM # 52
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SUBJECT: "The frequency with which military personnel are required to perform menial tasks not related to primary duty has been. . . "
(These graphs reflect the mean level of satisfaction or dissatisfaction)

FIGURE # A-1-52

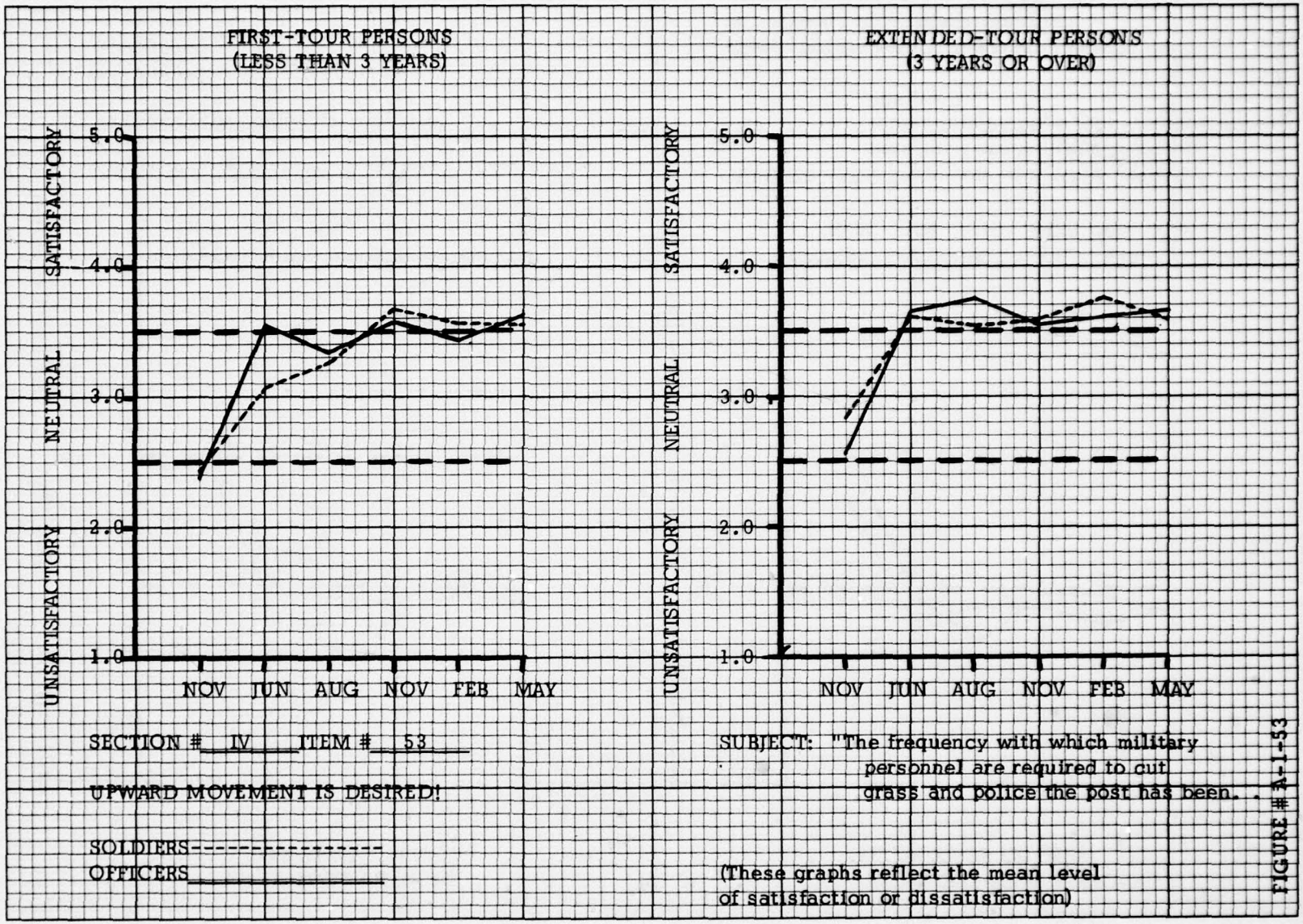

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SECTION # IV ITEM # 53
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SUBJECT: "The frequency with which military personnel are required to cut grass and police the post has been.
(These graphs reflect the mean level of satisfaction or dissatisfaction)

FIGURE #A-1-53

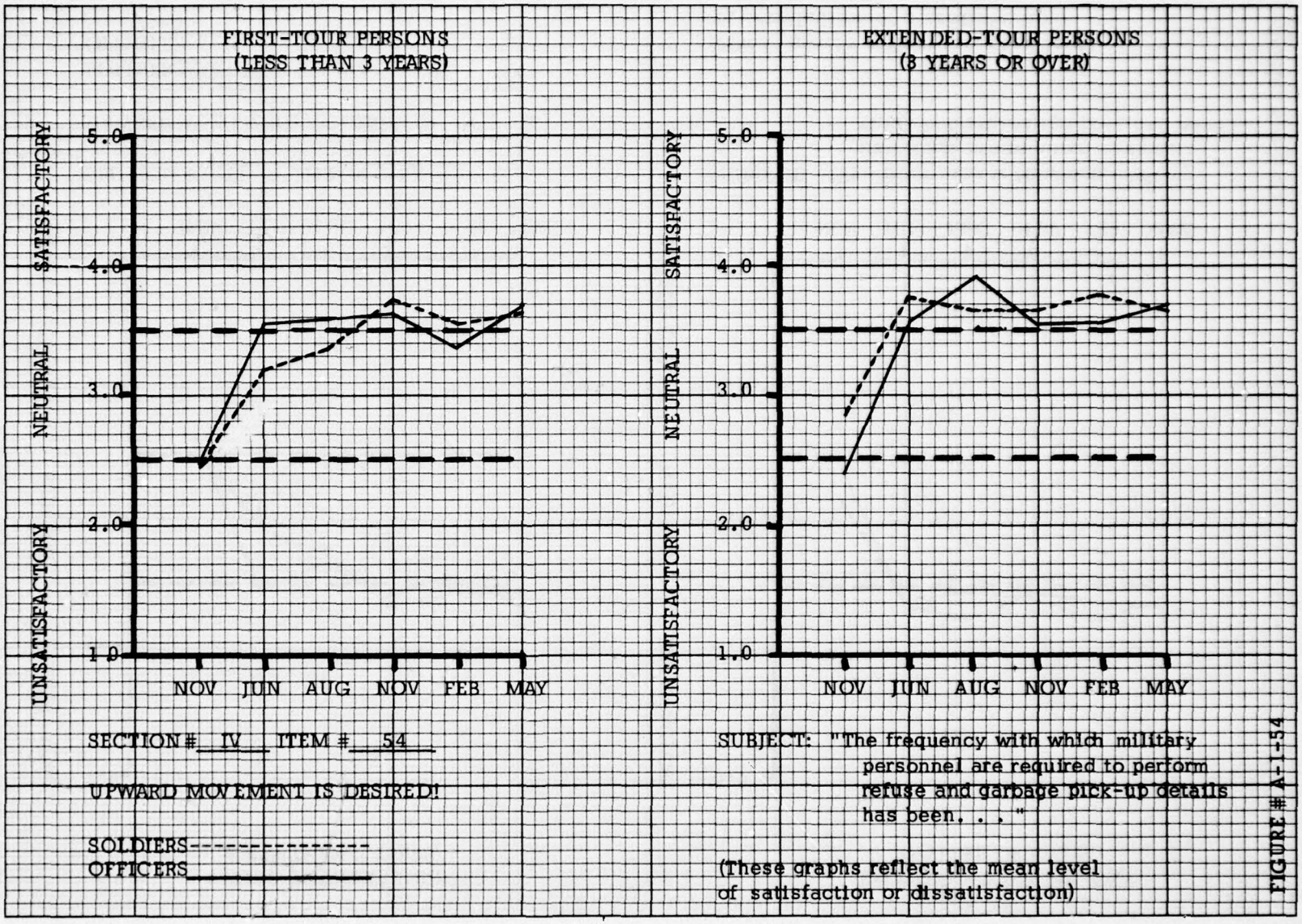

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SECTION # IV ITEM # 54
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
SUBJECT: "The frequency with which military personnel are required to perform refuse and garbage pick-up details has been. . . "
(These graphs reflect the mean level of satisfaction or dissatisfaction)

FIGURE # A-1-54

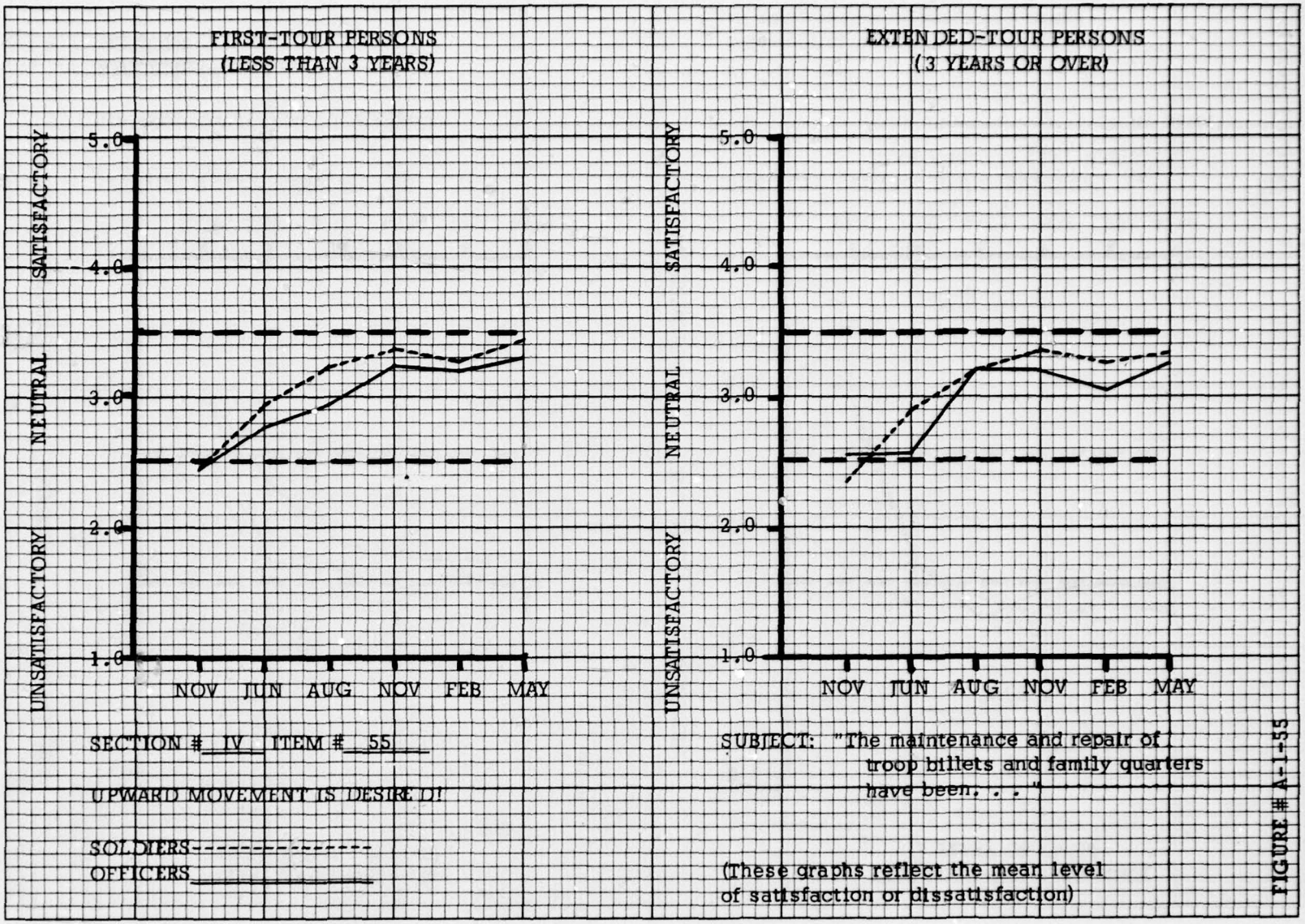

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SECTION # IV ITEM # 55
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SUBJECT: "The maintenance and repair of troop billets and family quarters have been. . ."
(These graphs reflect the mean level of satisfaction or dissatisfaction)

FIGURE # A-1-55

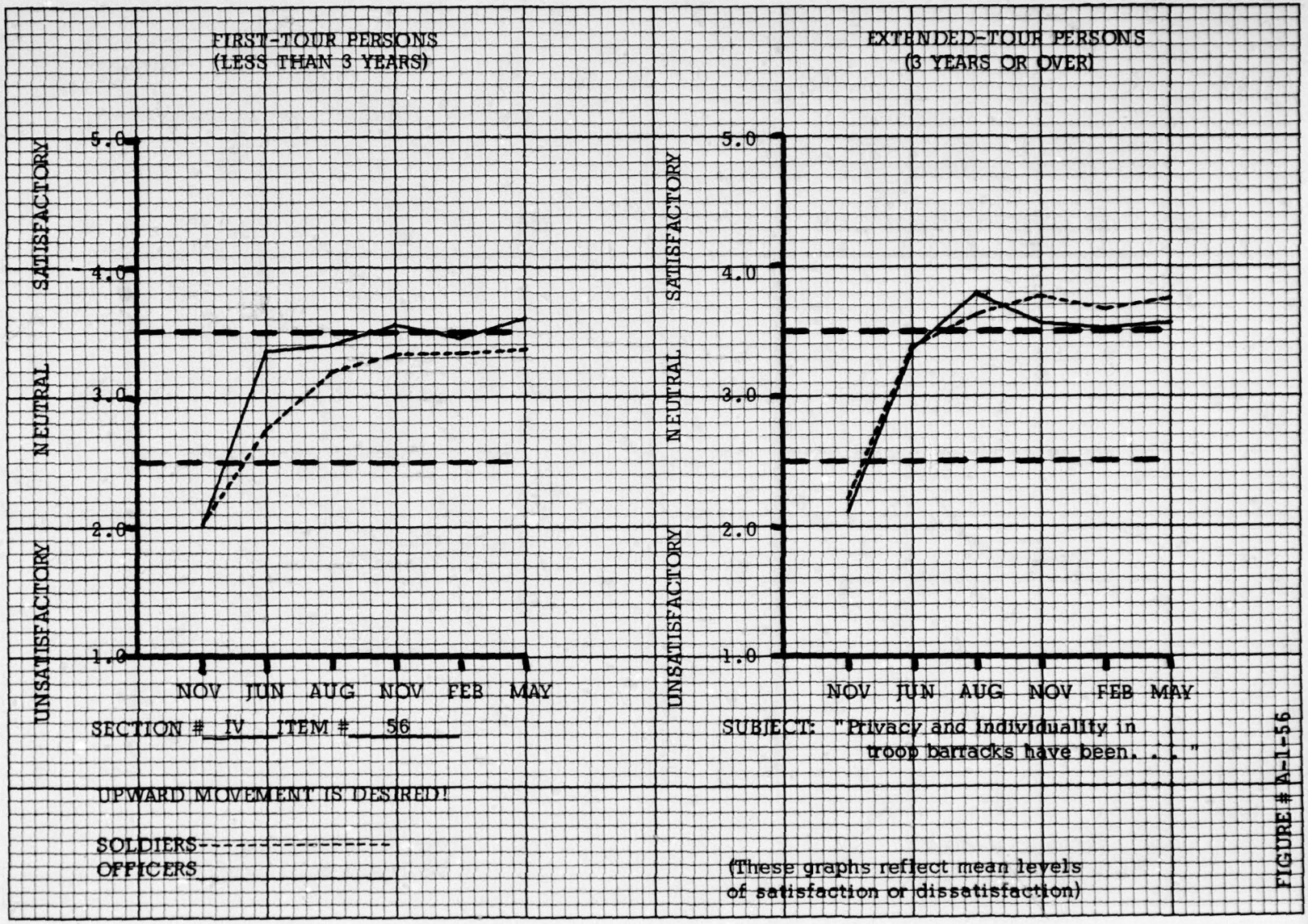

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SECTION # IV ITEM # 56
SUBJECT: "Privacy and individuality in troop barracks have been. . ."
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS _____
(These graphs reflect mean levels of satisfaction or dissatisfaction)

FIGURE # A-1-56

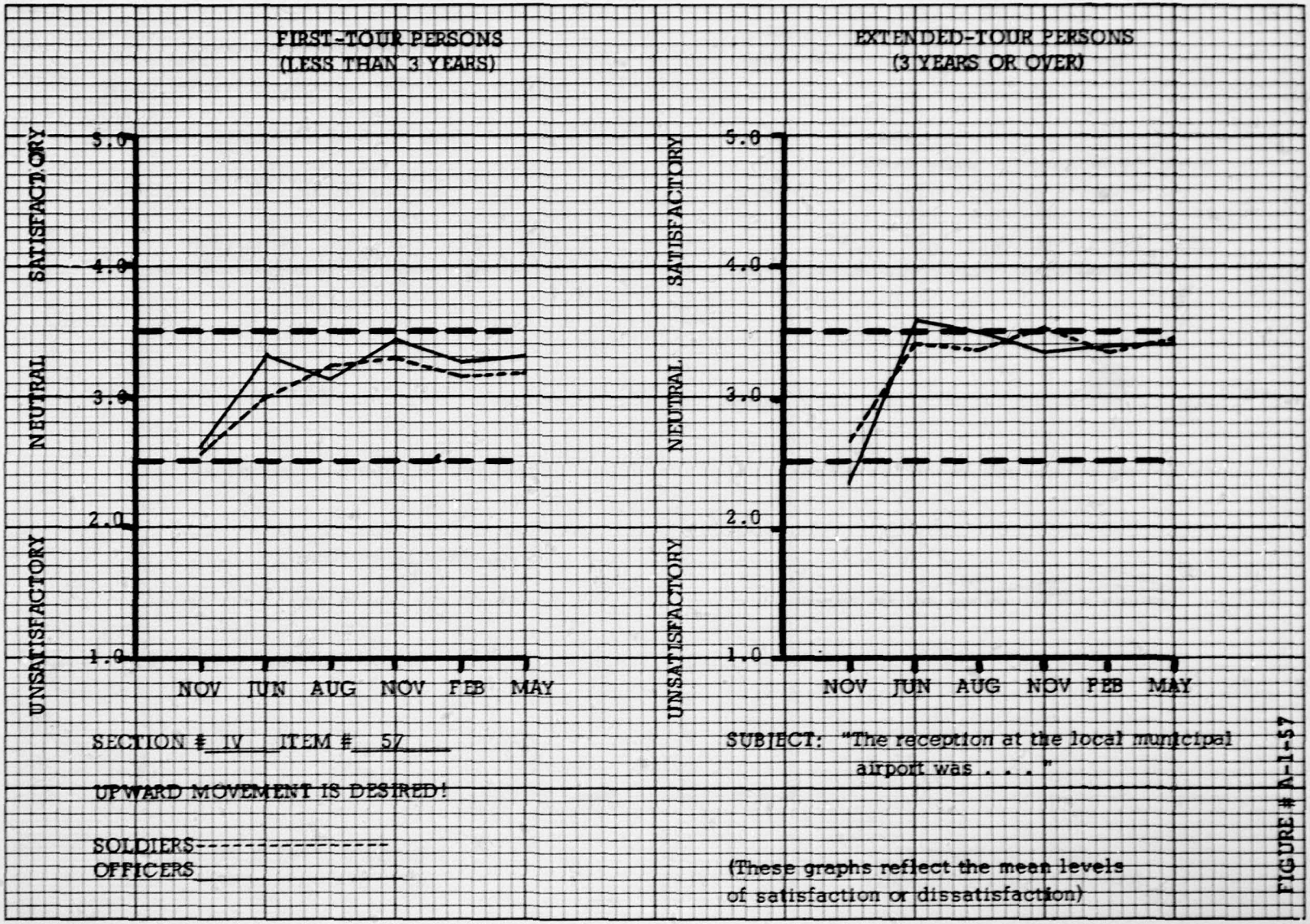

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SECTION # IV ITEM # 57
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS _____
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SUBJECT: "The reception at the local municipal airport was . . ."
(These graphs reflect the mean levels of satisfaction or dissatisfaction)

FIGURE # A-I-57

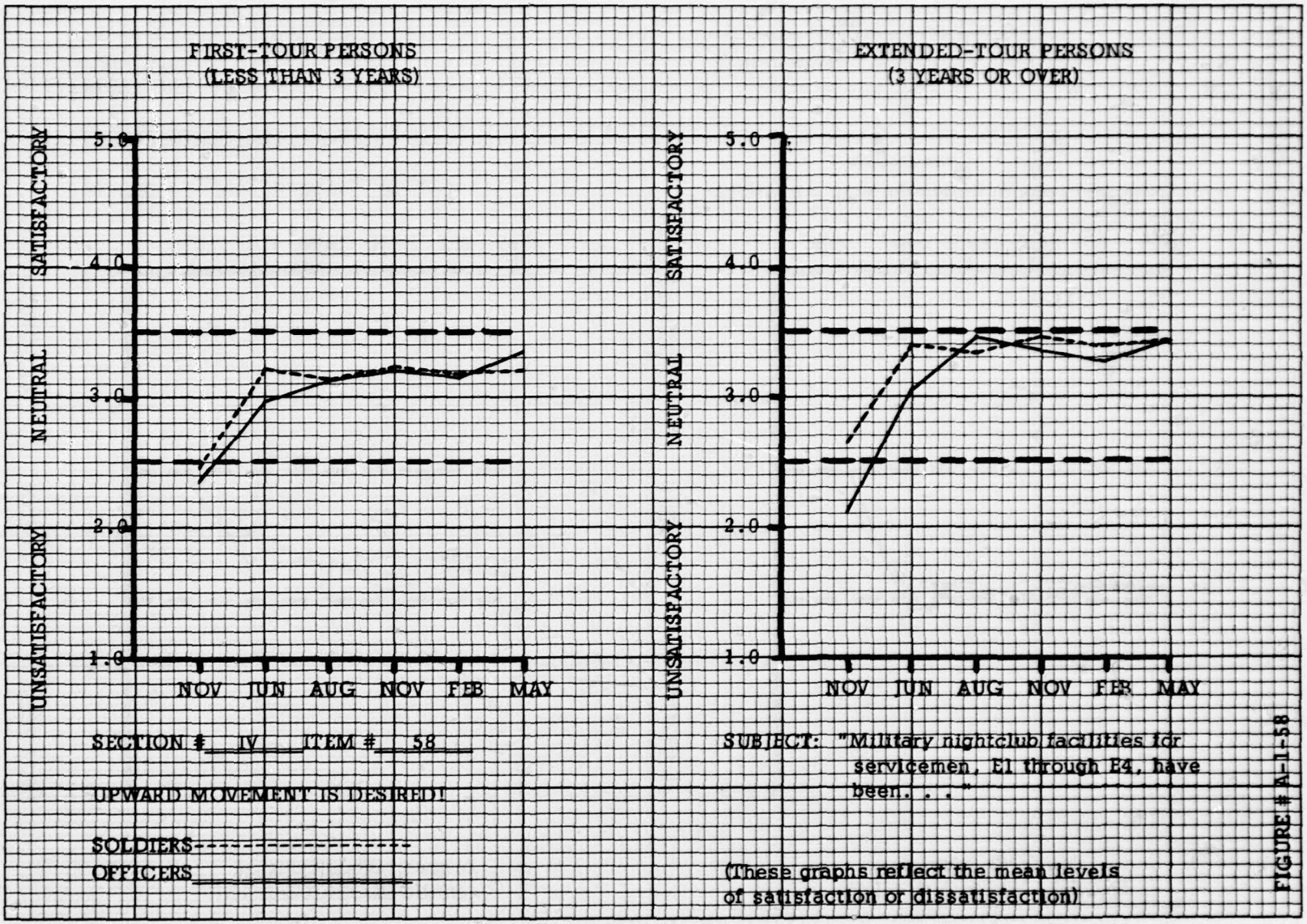

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SECTION # IV ITEM # 58
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
SUBJECT: "Military nightclub facilities for servicemen, E1 through E4, have been. . ."
(These graphs reflect the mean levels of satisfaction or dissatisfaction)

FIGURE # A-1-58

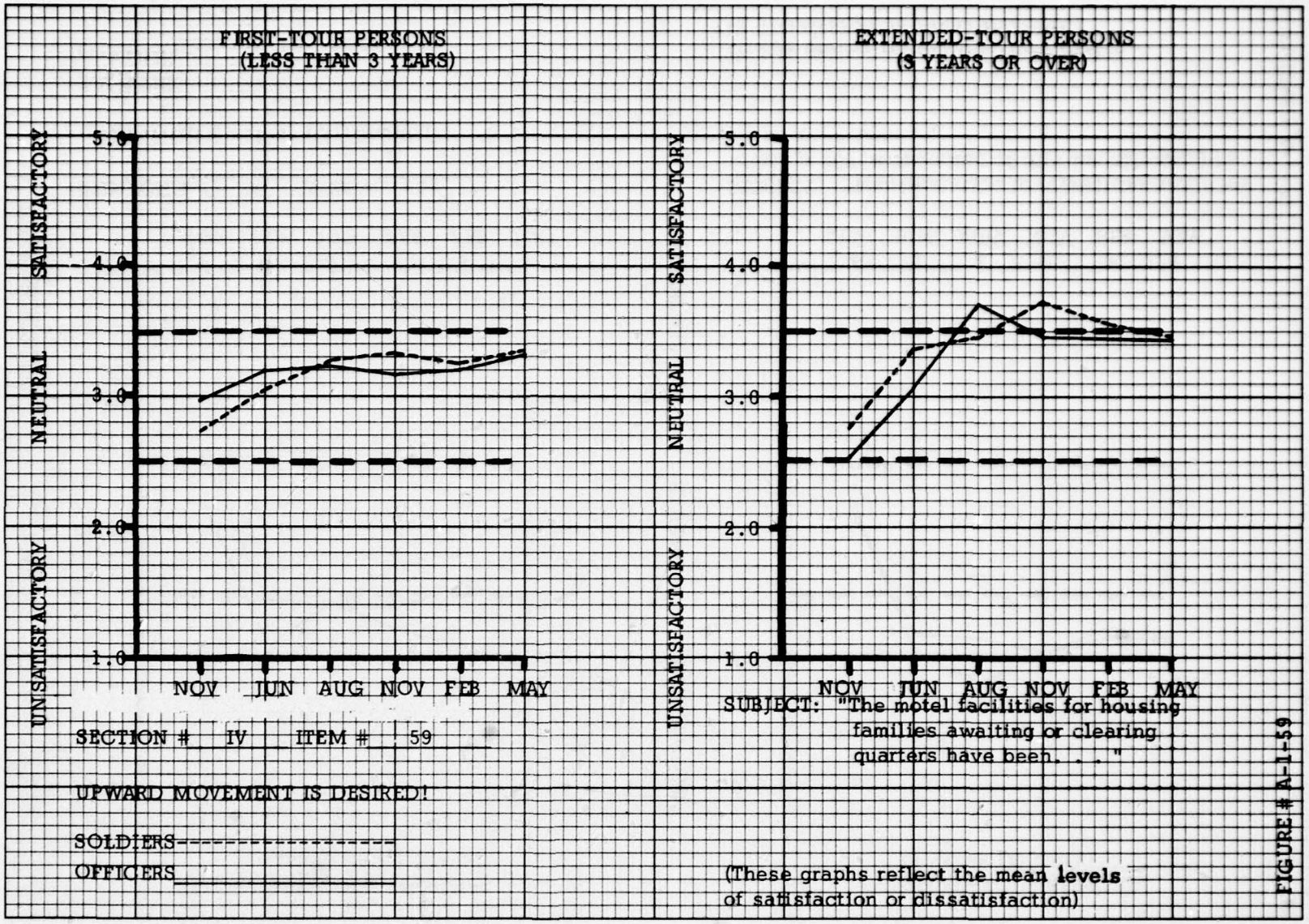

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SECTION # IV ITEM # 59
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
SUBJECT: "The motel facilities for housing families awaiting or clearing quarters have been. . . "
(These graphs reflect the mean levels of satisfaction or dissatisfaction)

FIGURE # A-1-59

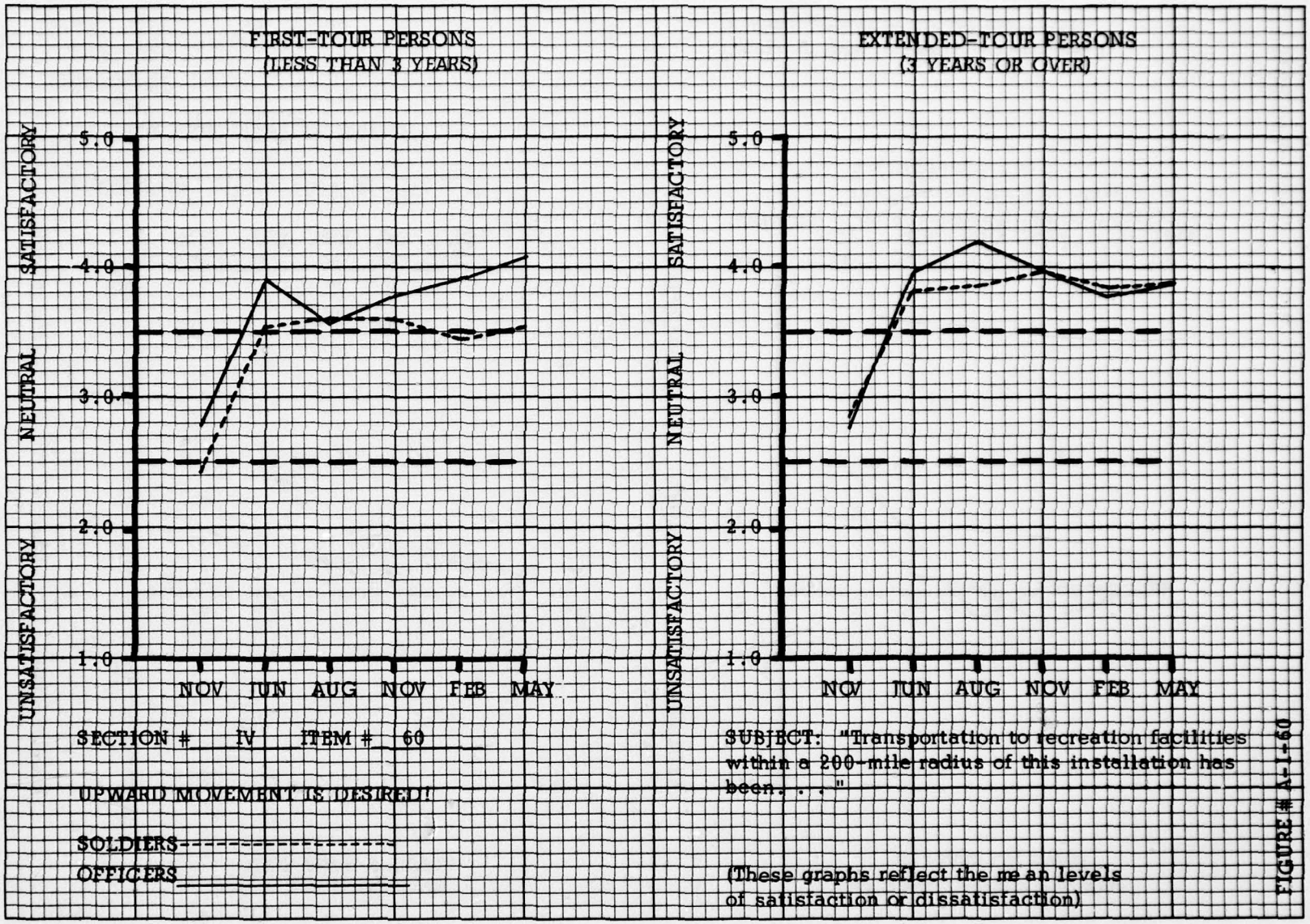

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV
JUN
AUG
NOV
FEB
MAY
SECTION # IV ITEM # 60
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS==========
SUBJECT: "Transportation to recreation facilities within a 200-mile radius of this installation has been. . ."
(These graphs reflect the mean levels of satisfaction or dissatisfaction)

FIGURE # A-1-60

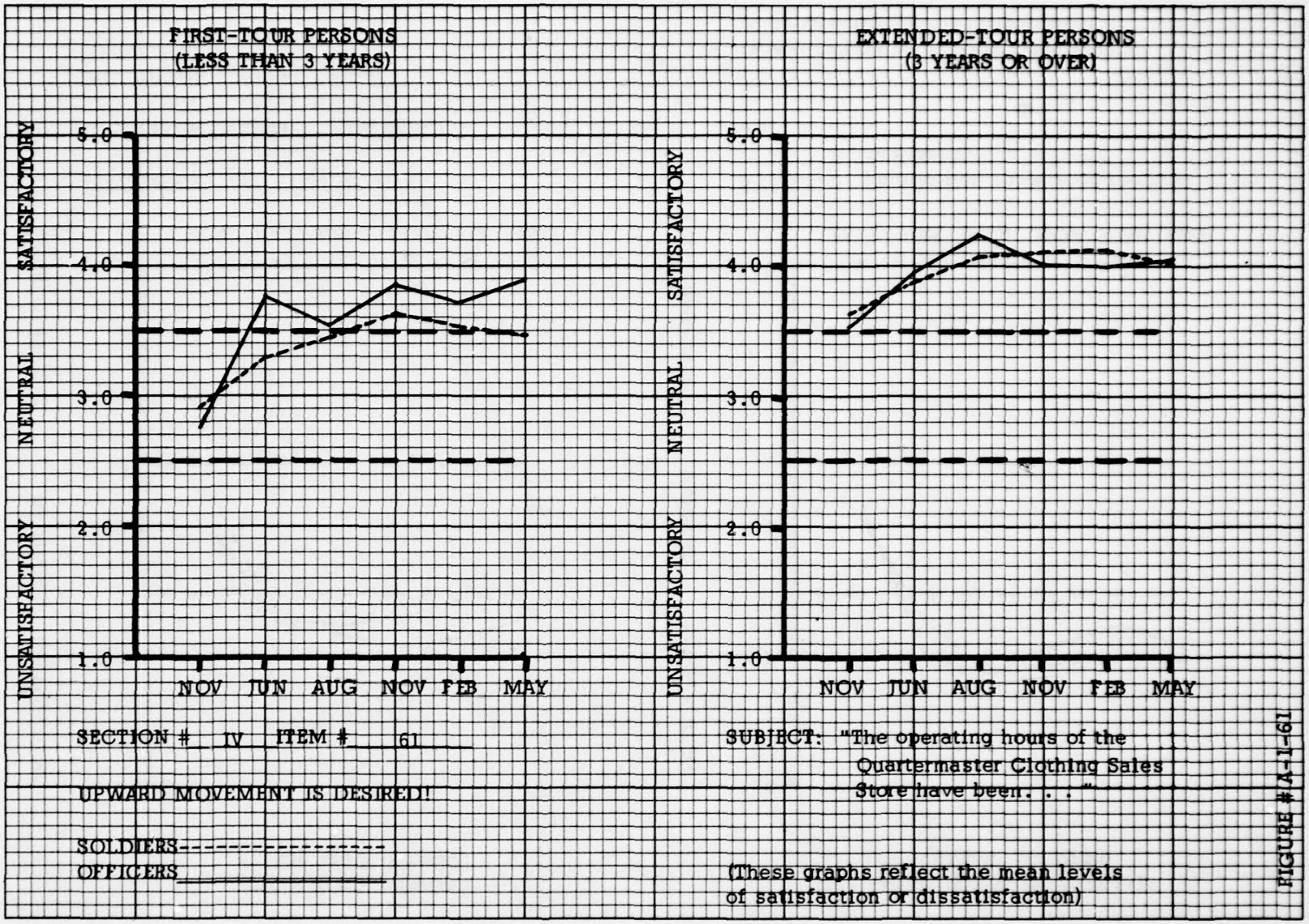

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SECTION # IV ITEM # 61
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SUBJECT: "The operating hours of the Quartermaster Clothing Sales Store have been. . . ."
(These graphs reflect the mean levels of satisfaction or dissatisfaction)

FIGURE #A-1-61

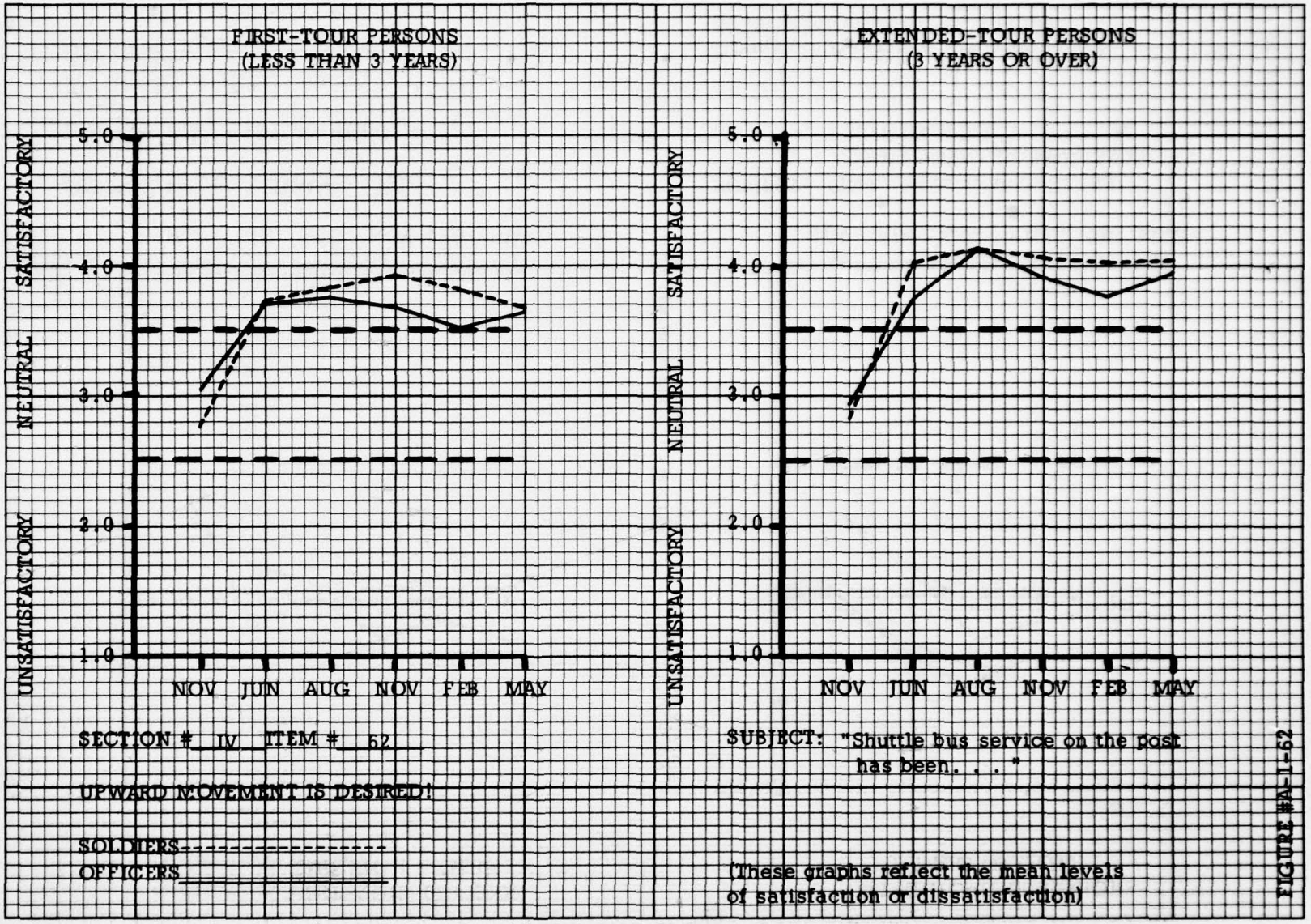

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV
JUN
AUG
NOV
FEB
MAY
SECTION # IV ITEM # 52
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
SUBJECT: "Shuttle bus service on the post has been. . . ."
(These graphs reflect the mean levels of satisfaction or dissatisfaction)

FIGURE #A-1-62

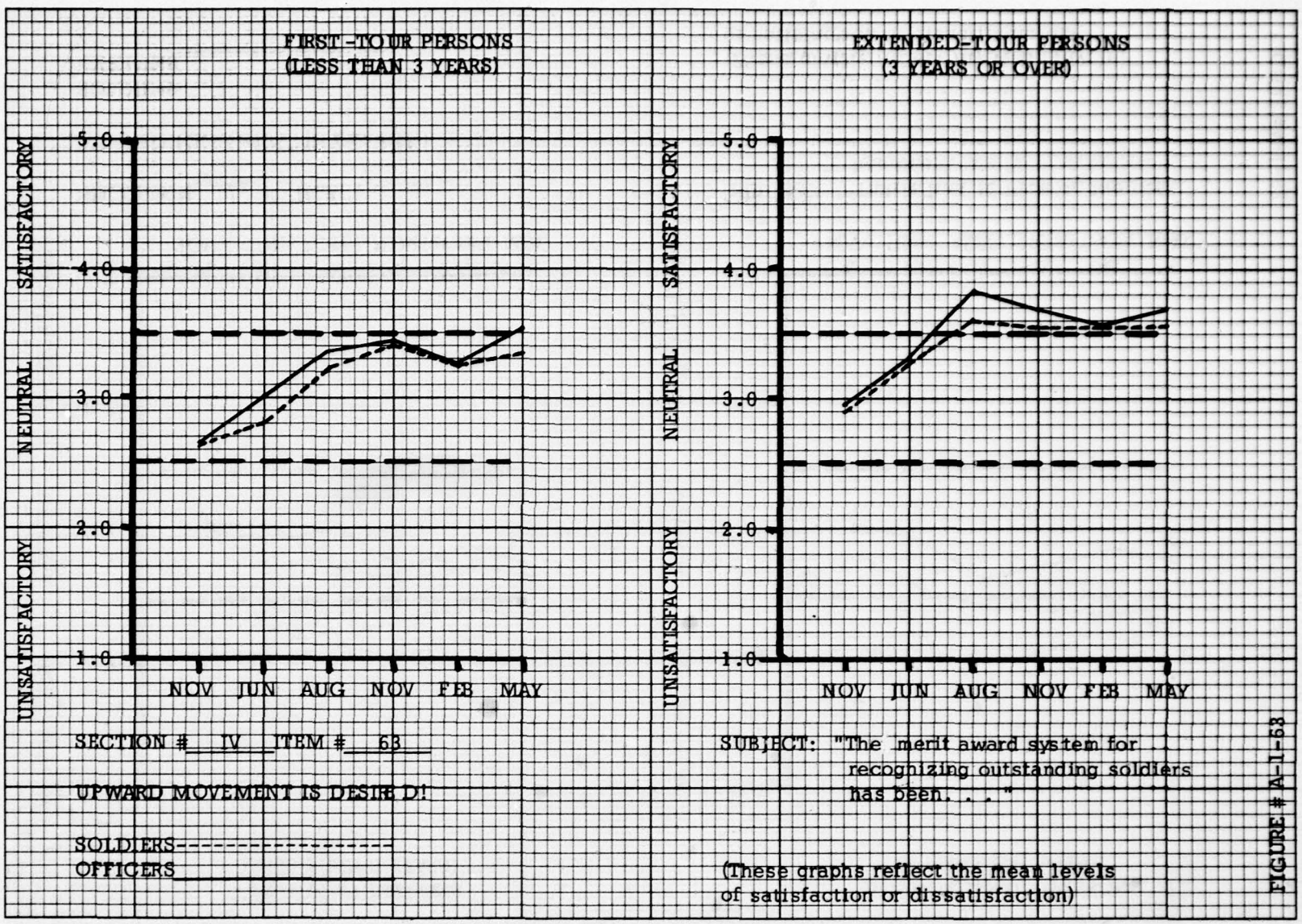

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SECTION # IV ITEM # 63
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
SUBJECT: "The merit award system for recoghizing outstanding soldiers has been. . ."
(These graphs reflect the mean levels of satisfaction or dissatisfaction)

FIGURE # A-1-63

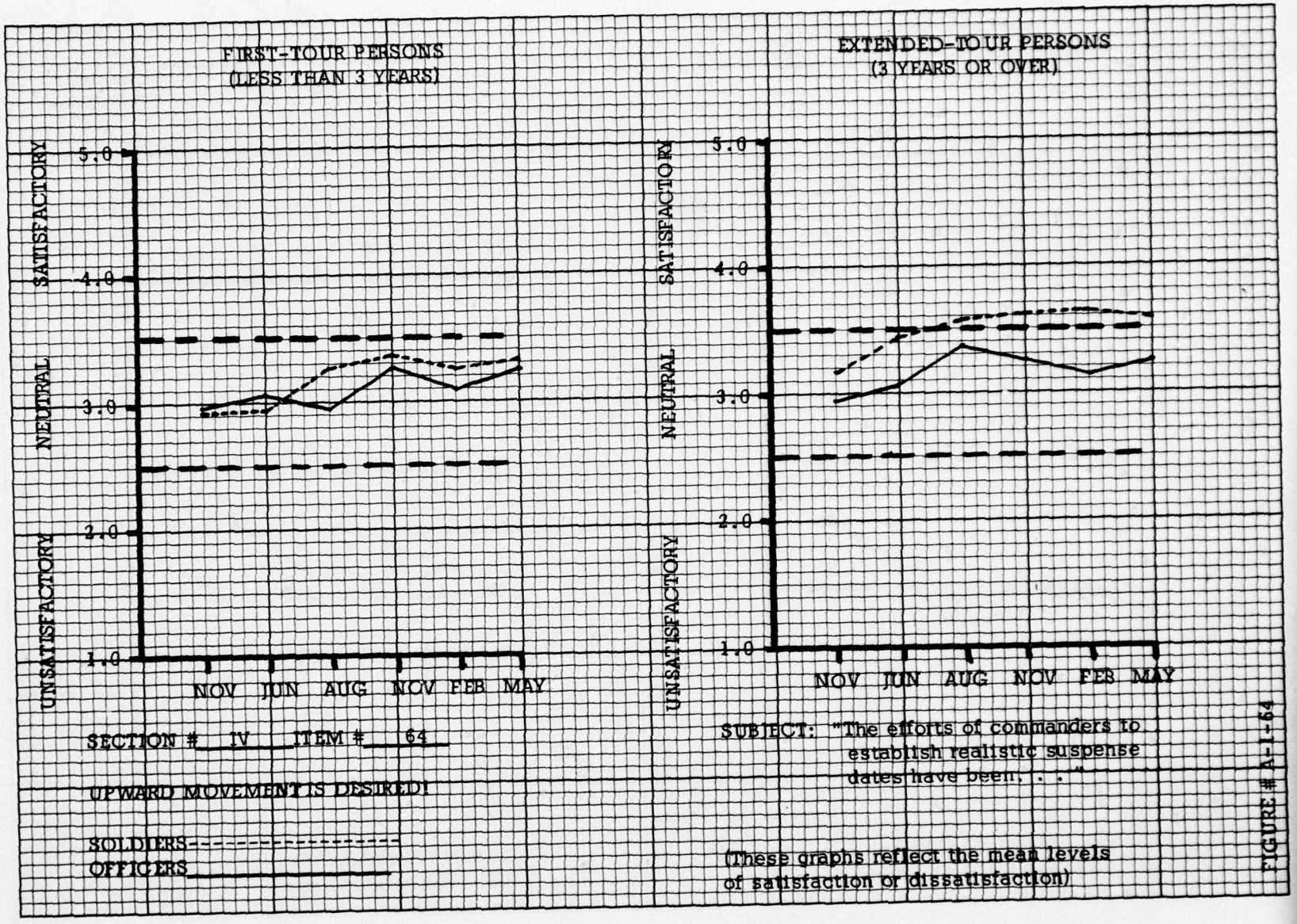
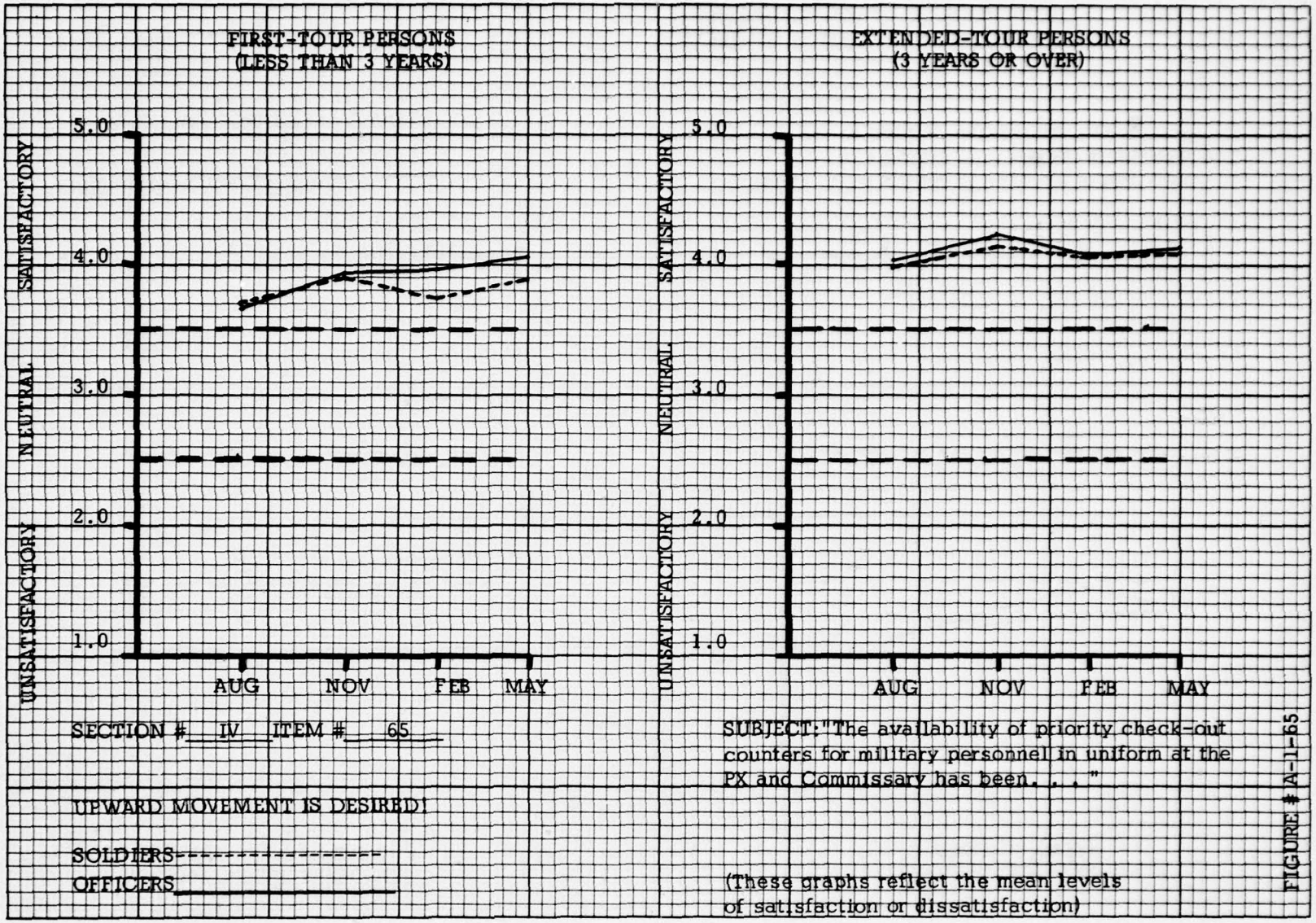

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SECTION # IV ITEM # 64
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
NOV JUN AUG NOV FEB MAY
SUBJECT: "The efforts of commanders to establish realistic suspense dates have been. . ."
(These graphs reflect the mean levels of satisfaction or dissatisfaction)

FIGURE # A-1-64



SECTION # IV ITEM # 65

SUBJECT: "The availability of priority check-out counters for military personnel in uniform at the PX and Commissary has been. . . ."

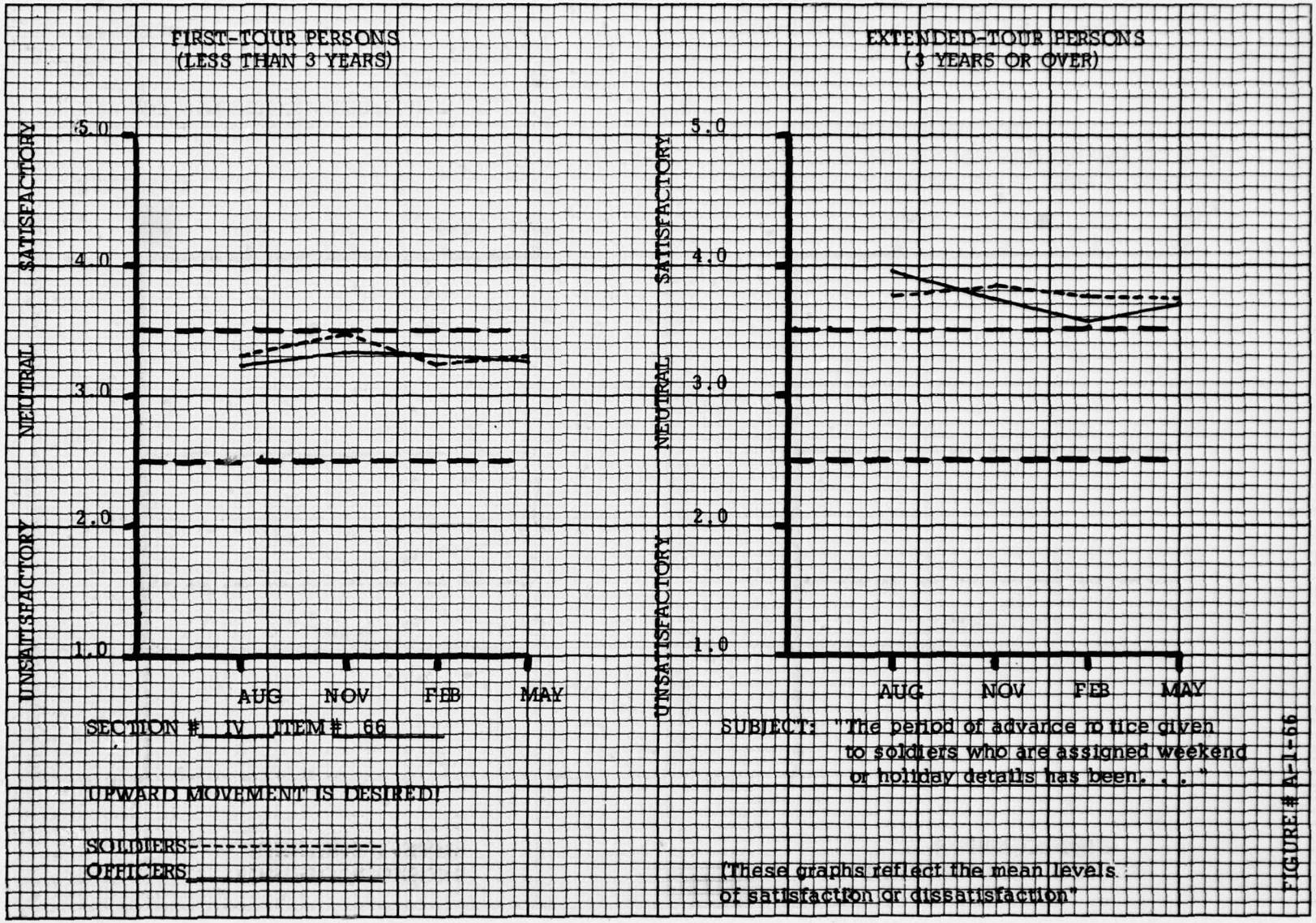
UPWARD MOVEMENT IS DESIRED!

SOLDIERS----------

OFFICERS_____

(These graphs reflect the mean levels of satisfaction or dissatisfaction)

FIGURE # A-1-65


FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
5.0
4.0
3.0
2.0
1.0
SATISFACTORY
NEUTRAL
UNSATISFACTORY
AUG
NOV
FEB
MAY
SECTION # IV ITEM # 66
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS----------
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
5.0
4.0
3.0
2.0
1.0
SATISFACTORY
NEUTRAL
UNSATISFACTORY
AUG
NOV
FEB
MAY
SUBJECT: "The period of advance notice given to soldiers who are assigned weekend or holiday details has been. . . ."
"These graphs reflect the mean levels of satisfaction or dissatisfaction"
FIGURE # A-1-66

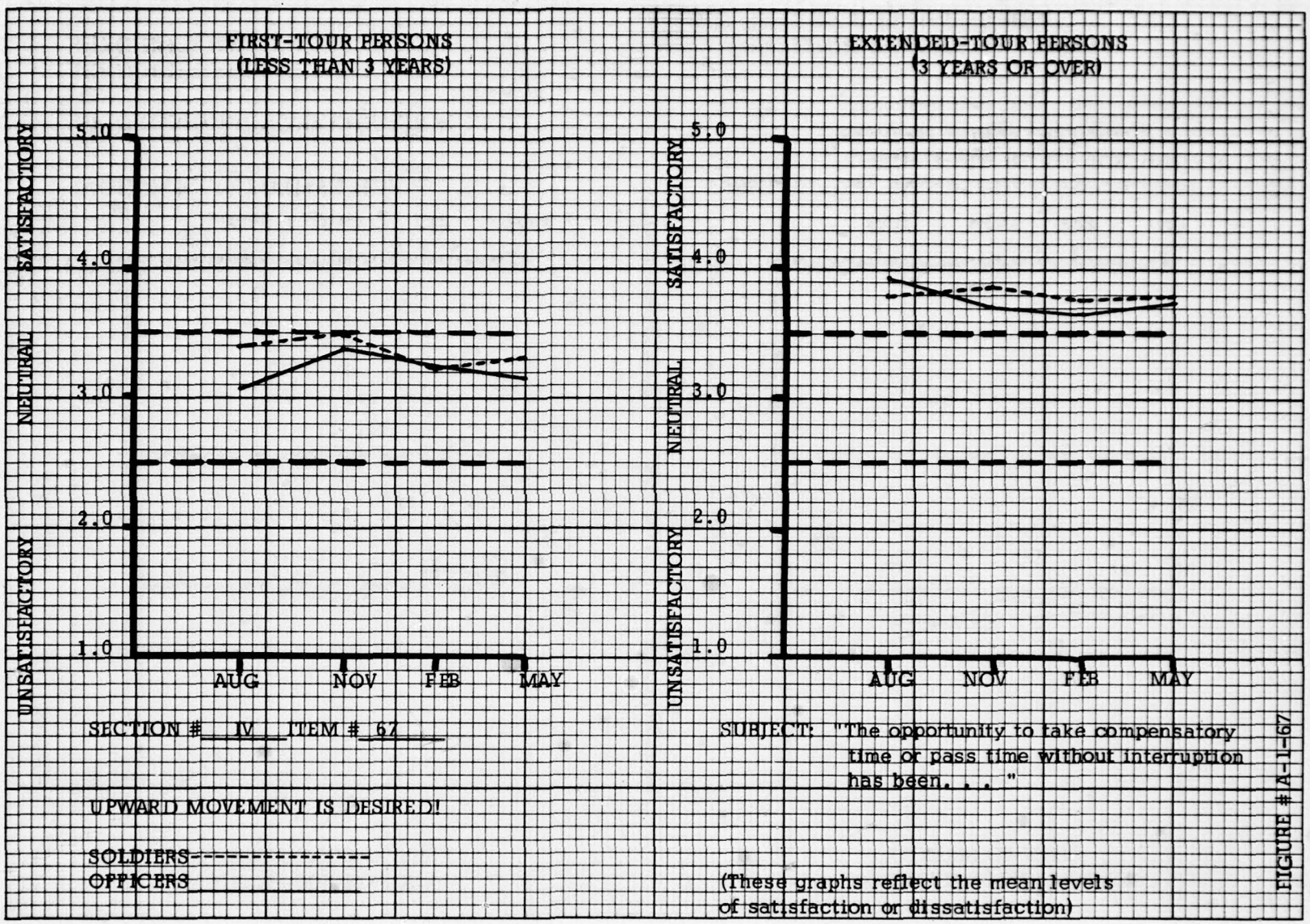

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
AUG
NOV
FEB
MAY
SECTION # IV ITEM # 67
SUBJECT: "The opportunity to take compensatory time or pass time without interruption has been. . . ."
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
(These graphs reflect the mean levels of satisfaction or dissatisfaction)

FIGURE #A-1-67

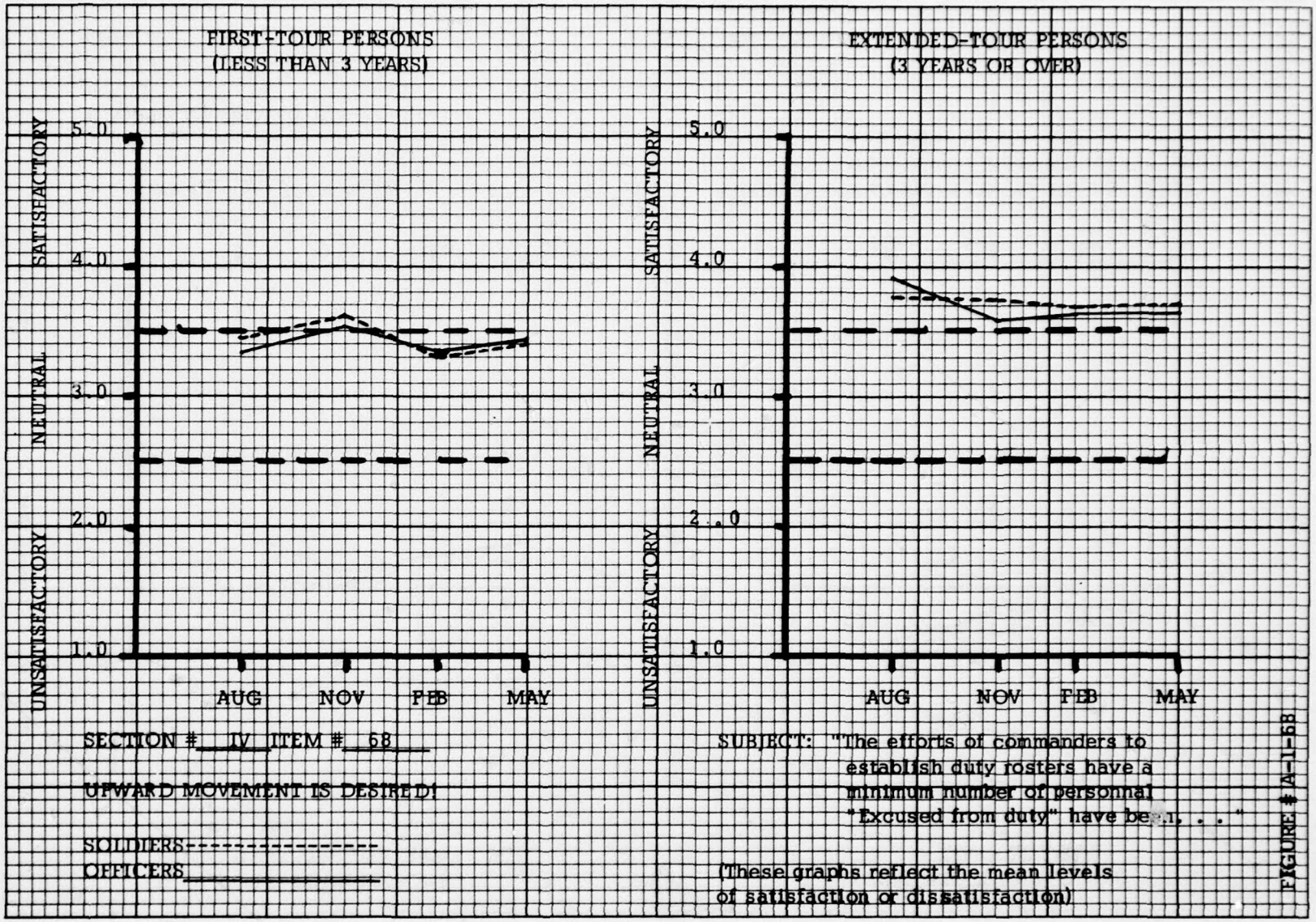

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATISFACTORY
5.0
4.0
NEUTRAL
3.0
2.0
UNSATISFACTORY
1.0
AUG
NOV
FEB
MAY
SECTION # IV ITEM # 58
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS----------
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
5.0
4.0
NEUTRAL
3.0
2.0
UNSATISFACTORY
1.0
AUG
NOV
FEB
MAY
SUBJECT: "The efforts of commanders to establish duty rosters have a minimum number of personnal "Excused from duty" have be. . . ."
(These graphs reflect the mean levels of satisfaction or dissatisfaction)

FIGURE #A-1-68

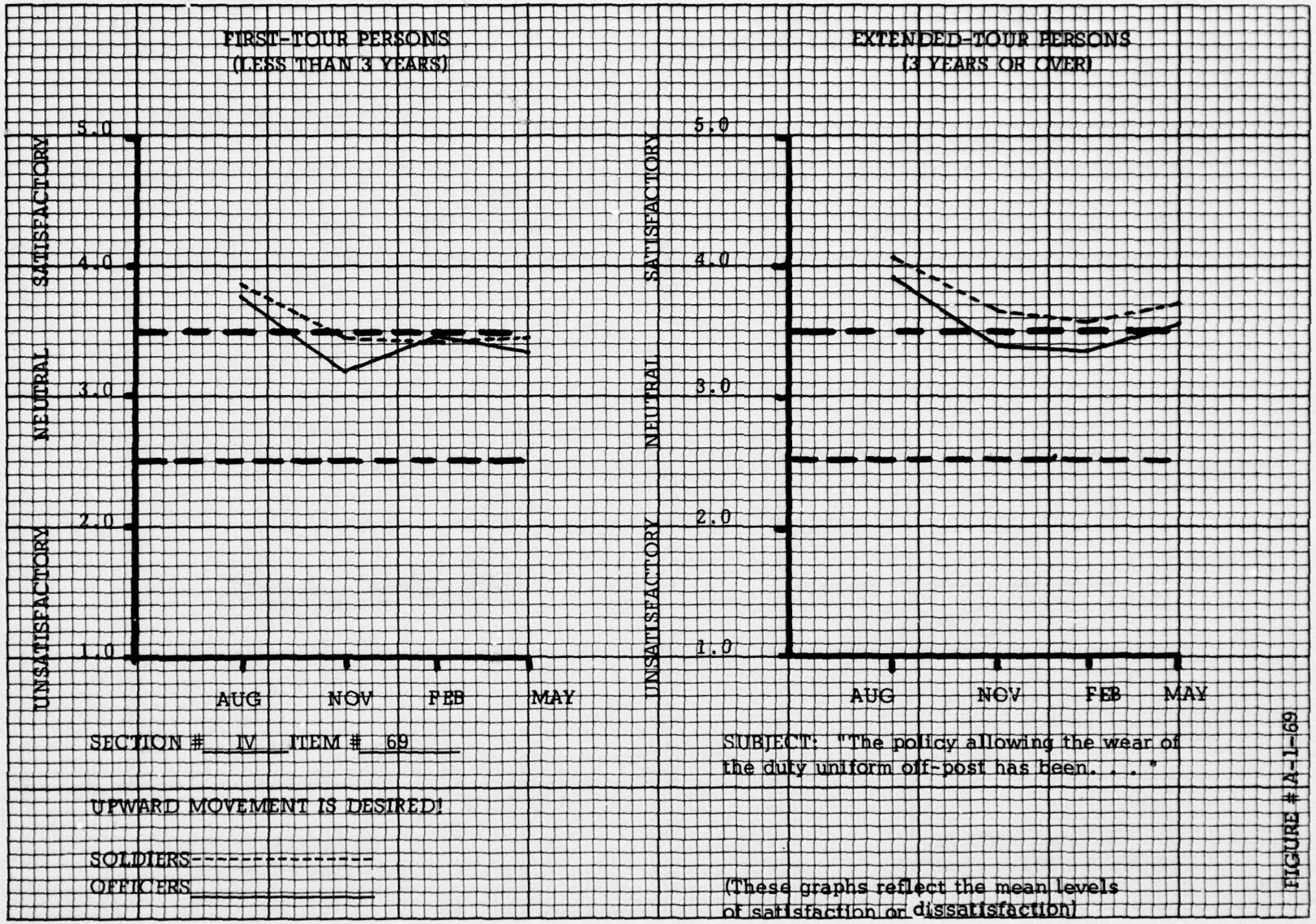

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
AUG
NOV
FEB
MAY
SECTION # IV ITEM # 69
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
AUG
NOV
FEB
MAY
SUBJECT: "The policy allowing the wear of the duty uniform off-post has been. . . ."
(These graphs reflect the mean levels of satisfaction or dissatisfaction)

FIGURE # A-1-69

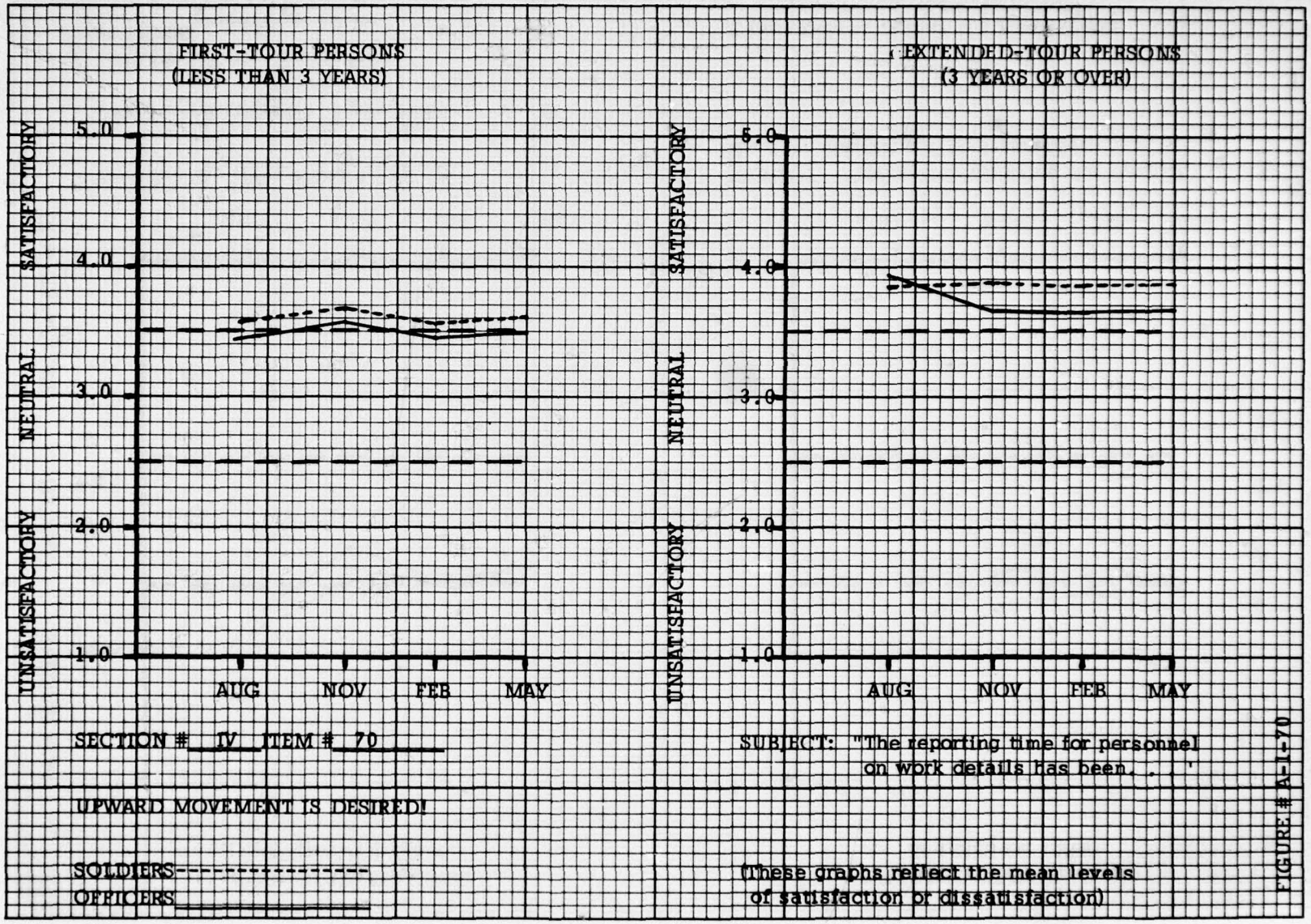

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
AUG
NOV
FEB
MAY
SECTION # IV ITEM # 70
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
AUG
NOV
FEB
MAY
SUBJECT: "The reporting time for personnel on work details has been. . . "
(These graphs reflect the mean levels of satisfaction or dissatisfaction)

FIGURE # A-I-70

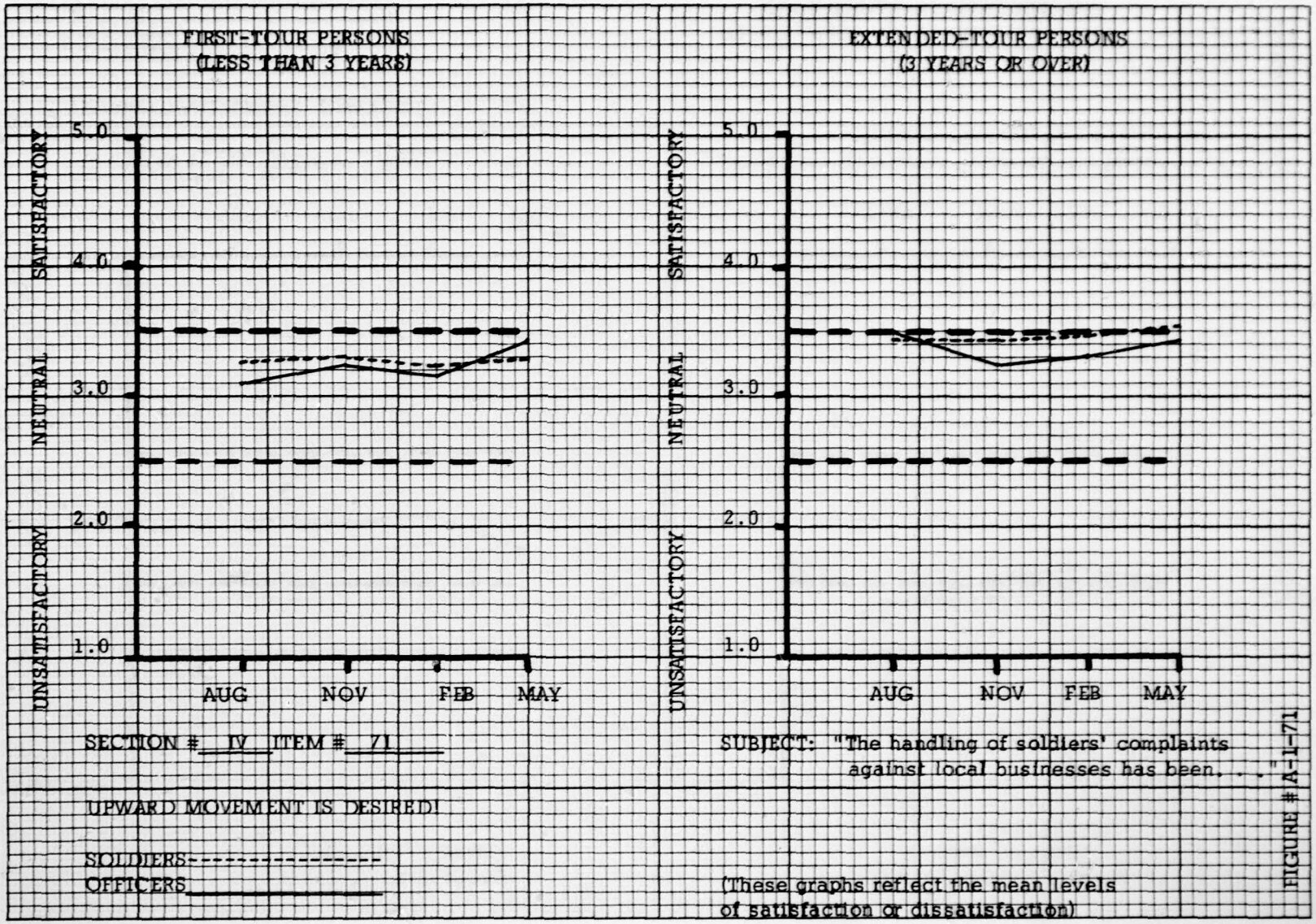

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
AUG
NOV
FEB
MAY
SECTION # IV ITEM # 71
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
AUG
NOV
FEB
MAY
SUBJECT: "The handling of soldiers' complaints against local businesses has been. . ."
(These graphs reflect the mean levels of satisfaction or dissatisfaction)

FIGURE # A-1-71

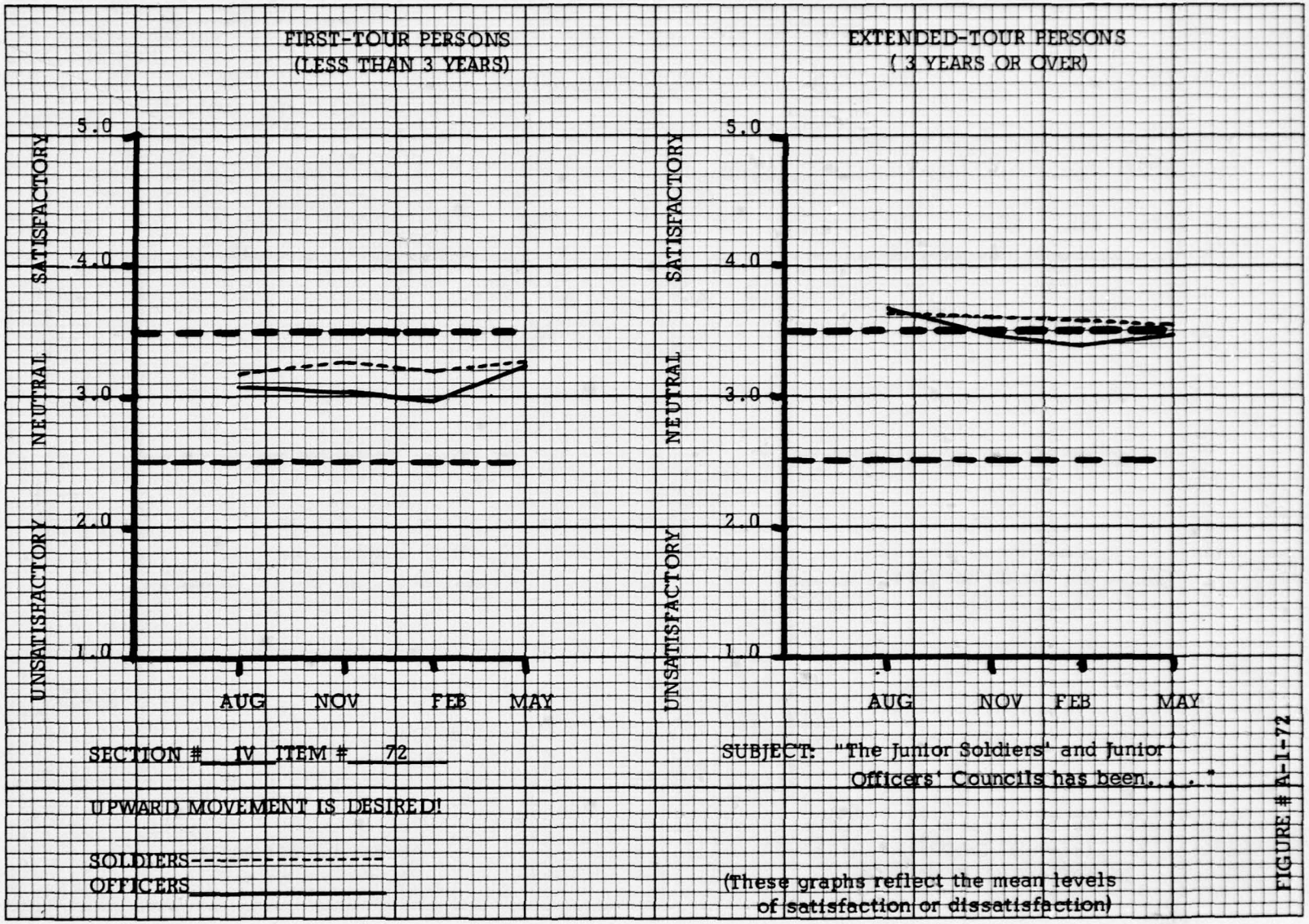

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
AUG
NOV
FEB
MAY
SECTION # IV ITEM # 72
SUBJECT: "The Junior Soldiers' and Junior Officers' Councils has been. . . ."
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
(These graphs reflect the mean levels of satisfaction or dissatisfaction)

FIGURE # A-1-72

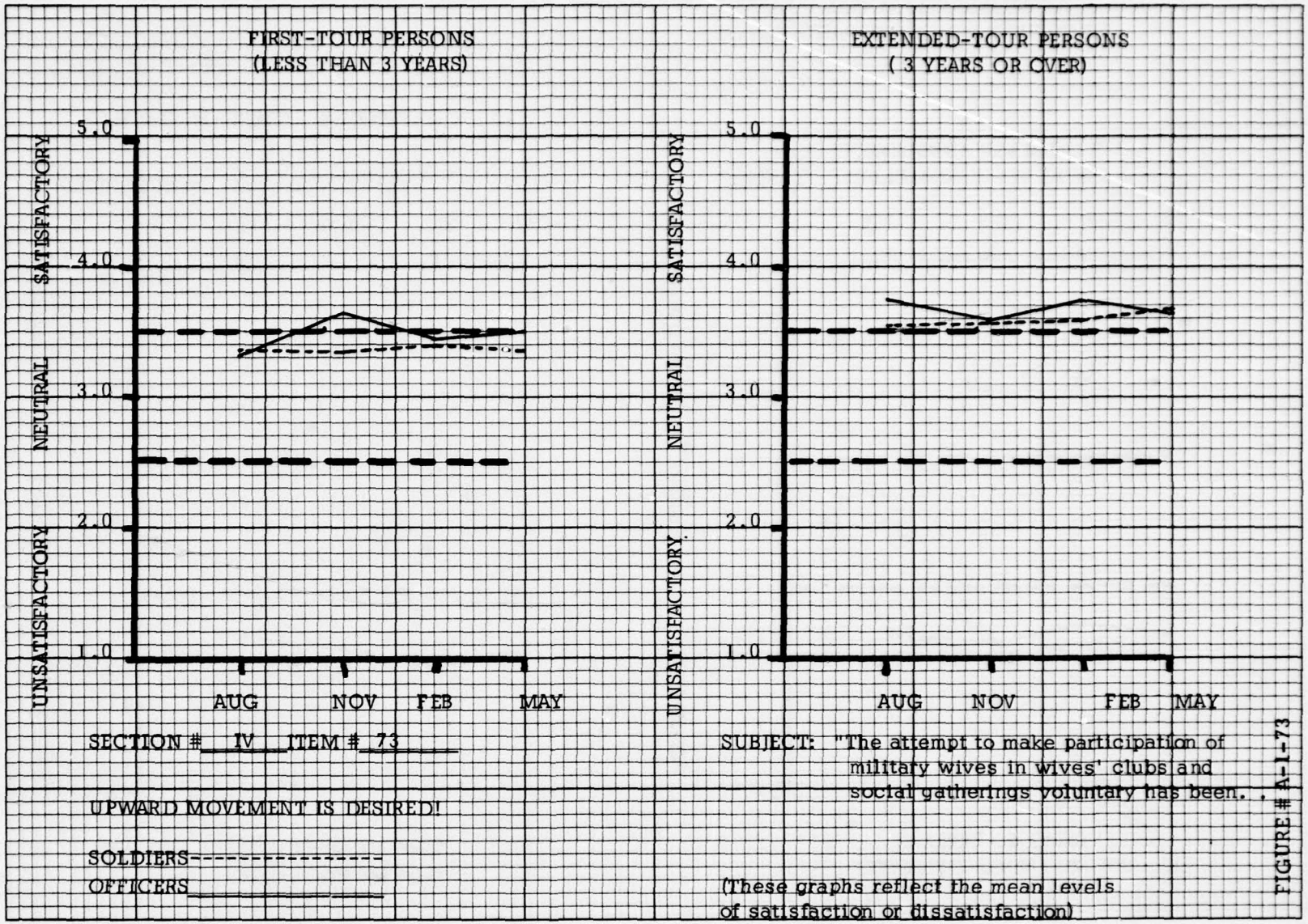
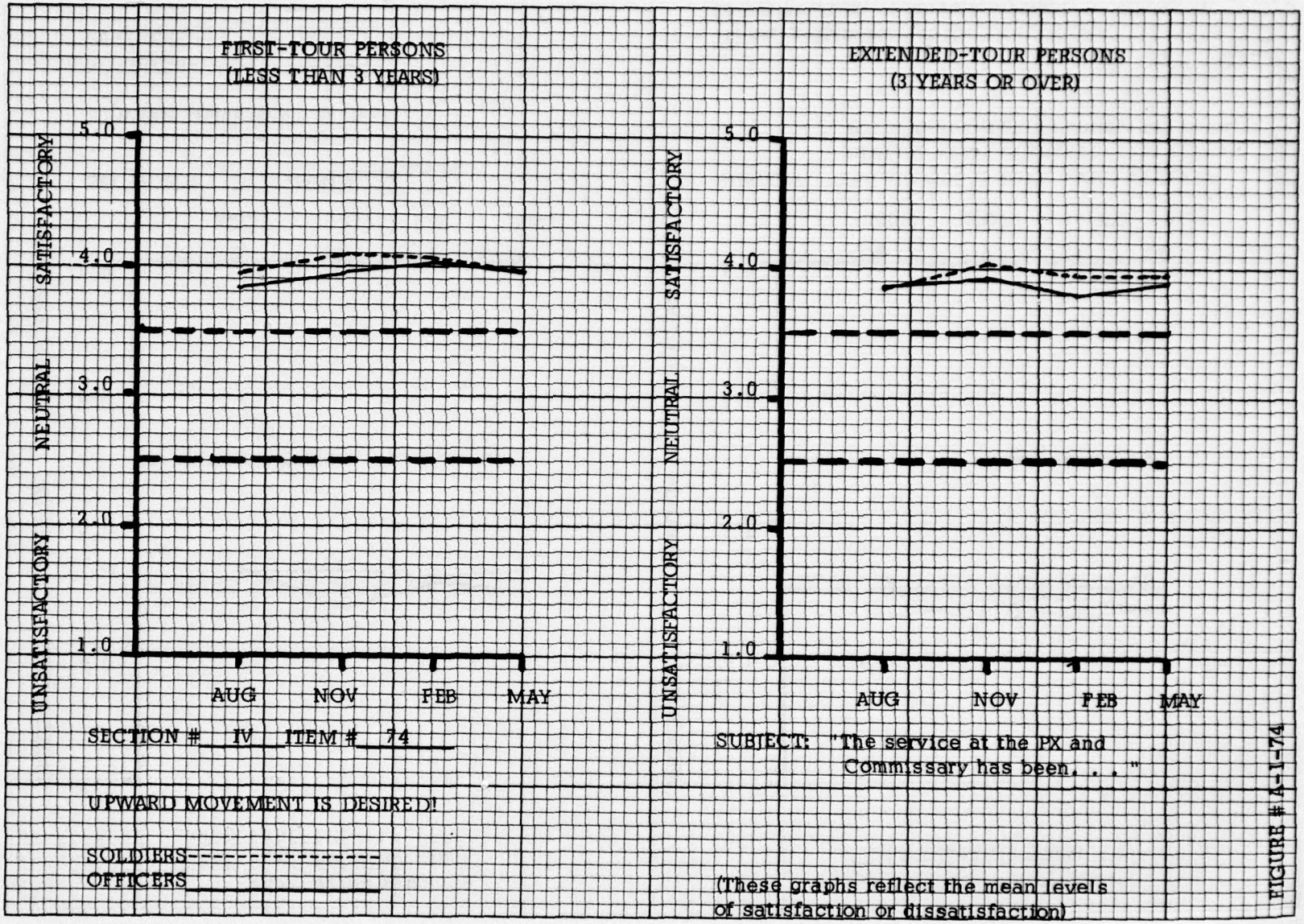

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
5.0
4.0
3.0
2.0
1.0
SATISFACTORY
NEUTRAL
UNSATISFACTORY
AUG
NOV
FEB
MAY
SECTION # IV ITEM # 73
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
5.0
4.0
3.0
2.0
1.0
SATISFACTORY
NEUTRAL
UNSATISFACTORY
AUG
NOV
FEB
MAY
SUBJECT: "The attempt to make participation of military wives in wives' clubs and social gatherings voluntary has been."
(These graphs reflect the mean levels of satisfaction or dissatisfaction)

FIGURE # A-1-73


FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
5.0
4.0
3.0
2.0
1.0
SATISFACTORY
NEUTRAL
UNSATISFACTORY
AUG
NOV
FEB
MAY
SECTION # IV ITEM # 74
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
5.0
4.0
3.0
2.0
1.0
SATISFACTORY
NEUTRAL
UNSATISFACTORY
AUG
NOV
FEB
MAY
SUBJECT: "The service at the PX and Commissary has been. . ."
(These graphs reflect the mean levels of satisfaction or dissatisfaction)
FIGURE # A-1-74

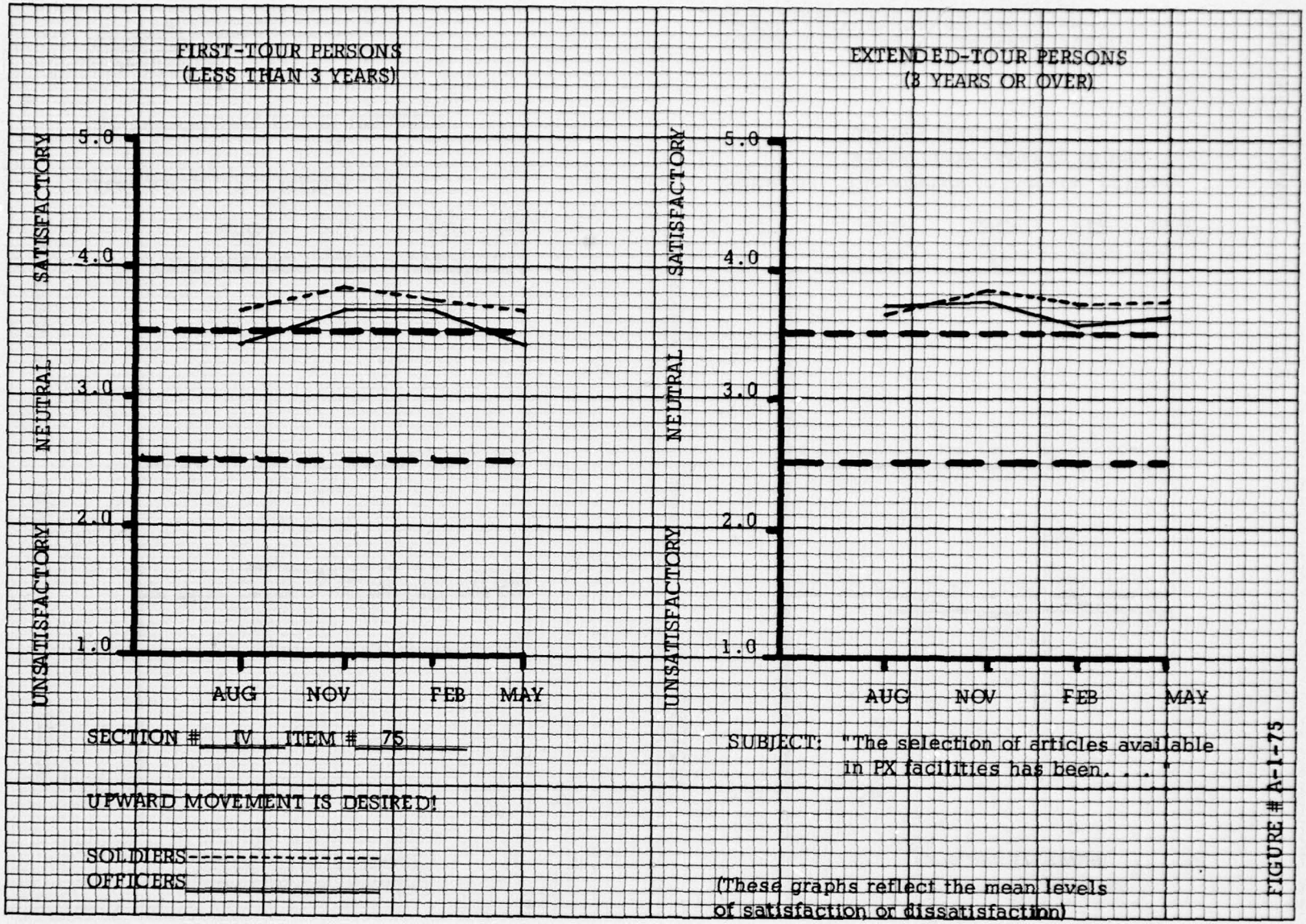

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
AUG
NOV
FEB
MAY
SECTION # IV ITEM # 75
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
AUG
NOV
FEB
MAY
SUBJECT: "The selection of articles available in PX facilities has been. . . "
(These graphs reflect the mean levels of satisfaction or dissatisfaction)

FIGURE # A-1-75

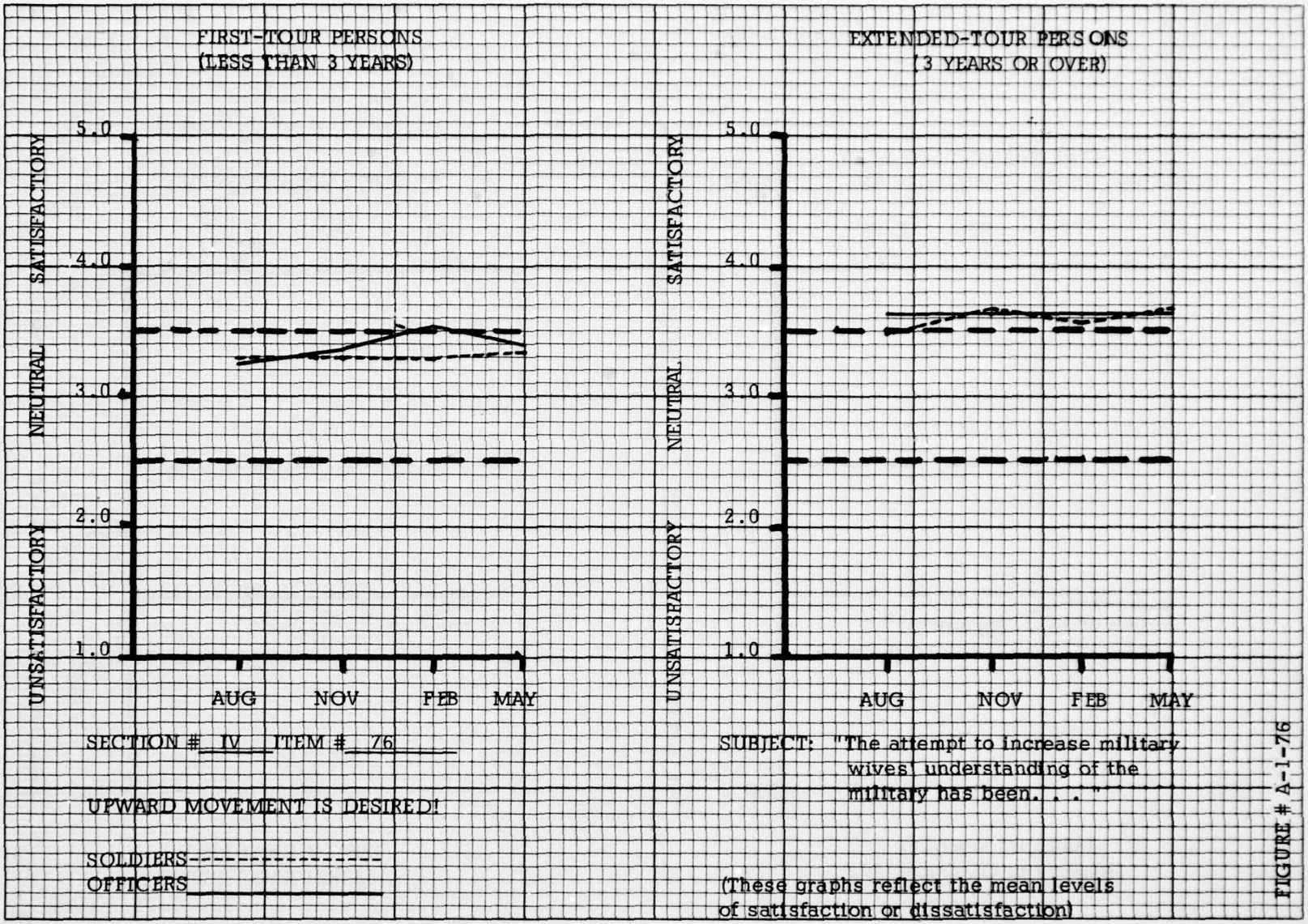

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
AUG
NOV
FEB
MAY
SECTION # IV ITEM # 76
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
SUBJECT: "The attempt to increase military wives' understanding of the military has been. . ."
(These graphs reflect the mean levels of satisfaction or dissatisfaction)

FIGURE # A-1-76

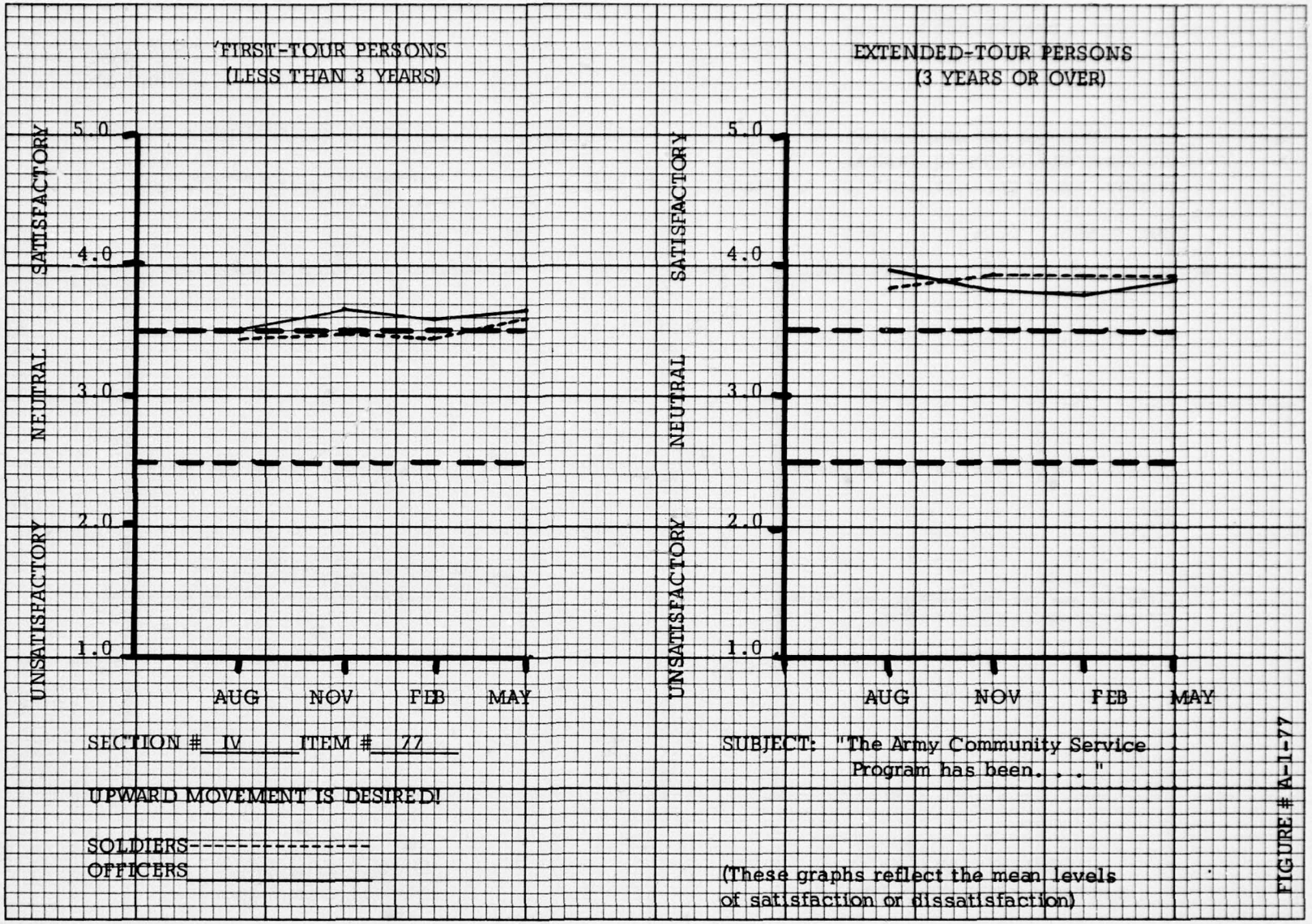

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
AUG
NOV
FEB
MAY
SECTION # IV ITEM # 77
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS----------
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
AUG
NOV
FEB
MAY
SUBJECT: "The Army Community Service Program has been. . . ."
(These graphs reflect the mean levels of satisfaction or dissatisfaction)

FIGURE # A-1-77

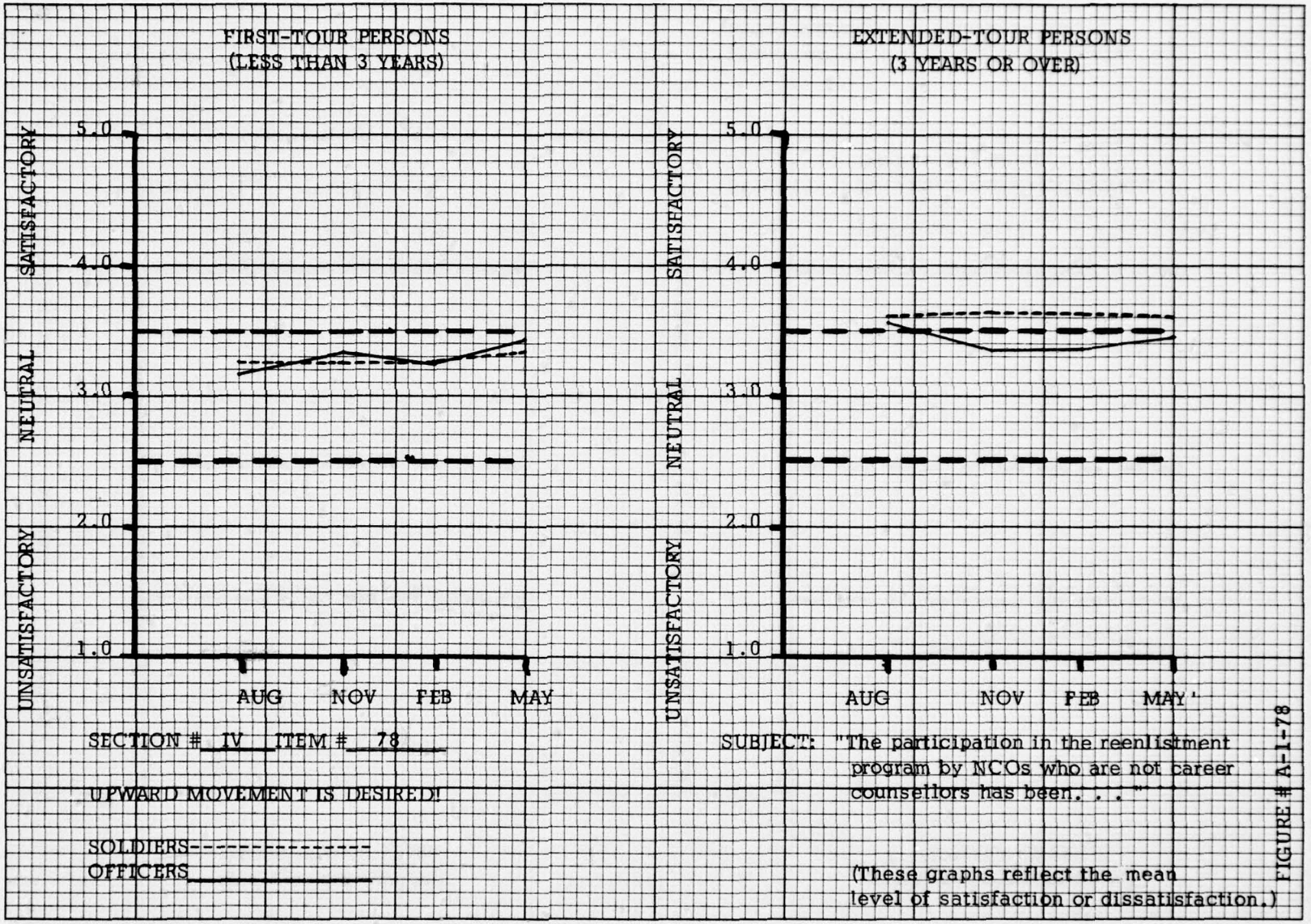

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
AUG
NOV
FEB
MAY
SECTION # IV ITEM # 78
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
AUG
NOV
FEB
MAY
SUBJECT: "The participation in the reenlistment program by NCOs who are not career counsellors has been. . . ."
(These graphs reflect the mean level of satisfaction or dissatisfaction.)

FIGURE # A-1-78

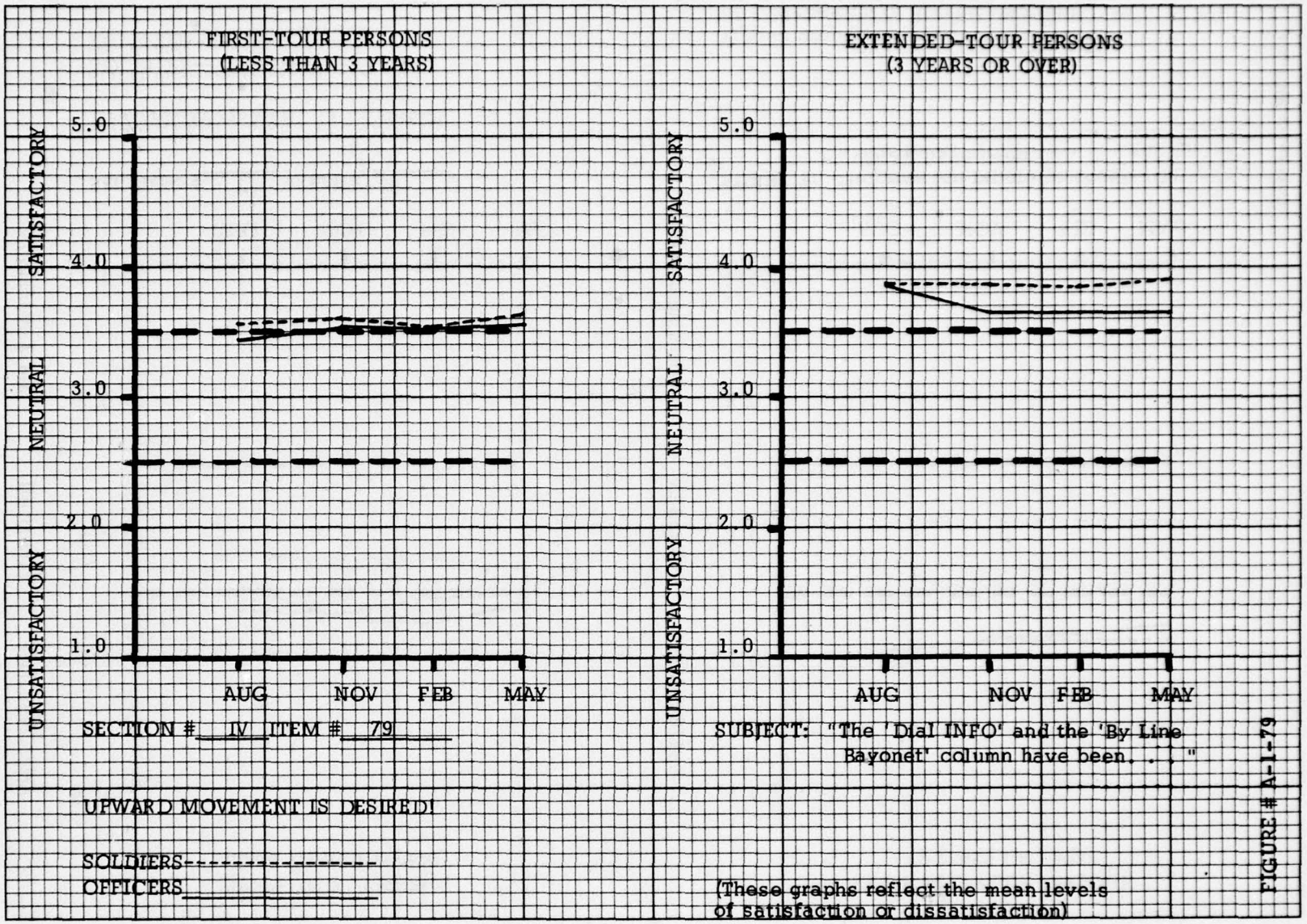

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
5.0
4.0
3.0
2.0
1.0
SATISFACTORY
NEUTRAL
UNSATISFACTORY
AUG
NOV
FEB
MAY
SECTION # IV ITEM # 79
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
5.0
4.0
3.0
2.0
1.0
SATISFACTORY
NEUTRAL
UNSATISFACTORY
AUG
NOV
FEB
MAY
SUBJECT: "The 'Dial INFO' and the 'By Line Bayonet' column have been. . . "
(These graphs reflect the mean levels of satisfaction or dissatisfaction)

FIGURE # A-1-79

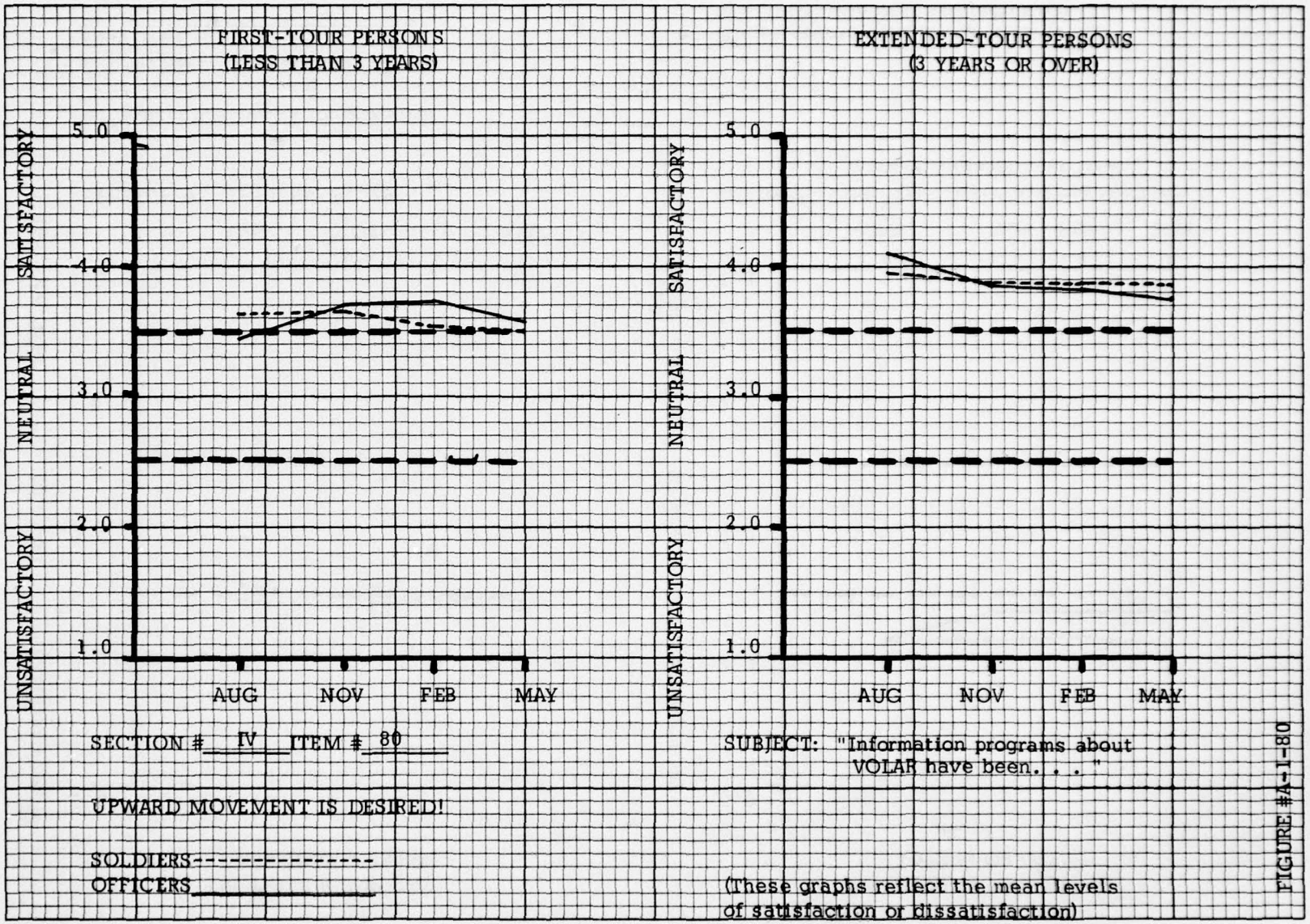

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
5.0
4.0
3.0
2.0
1.0
SATISFACTORY
NEUTRAL
UNSATISFACTORY
AUG
NOV
FEB
MAY
SECTION # IV ITEM # 80
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
5.0
4.0
3.0
2.0
1.0
SATISFACTORY
NEUTRAL
UNSATISFACTORY
AUG
NOV
FEB
MAY
SUBJECT: "Information programs about VOLAR have been. . ."
(These graphs reflect the mean levels of satisfaction or dissatisfaction)

FIGURE #A-I-80

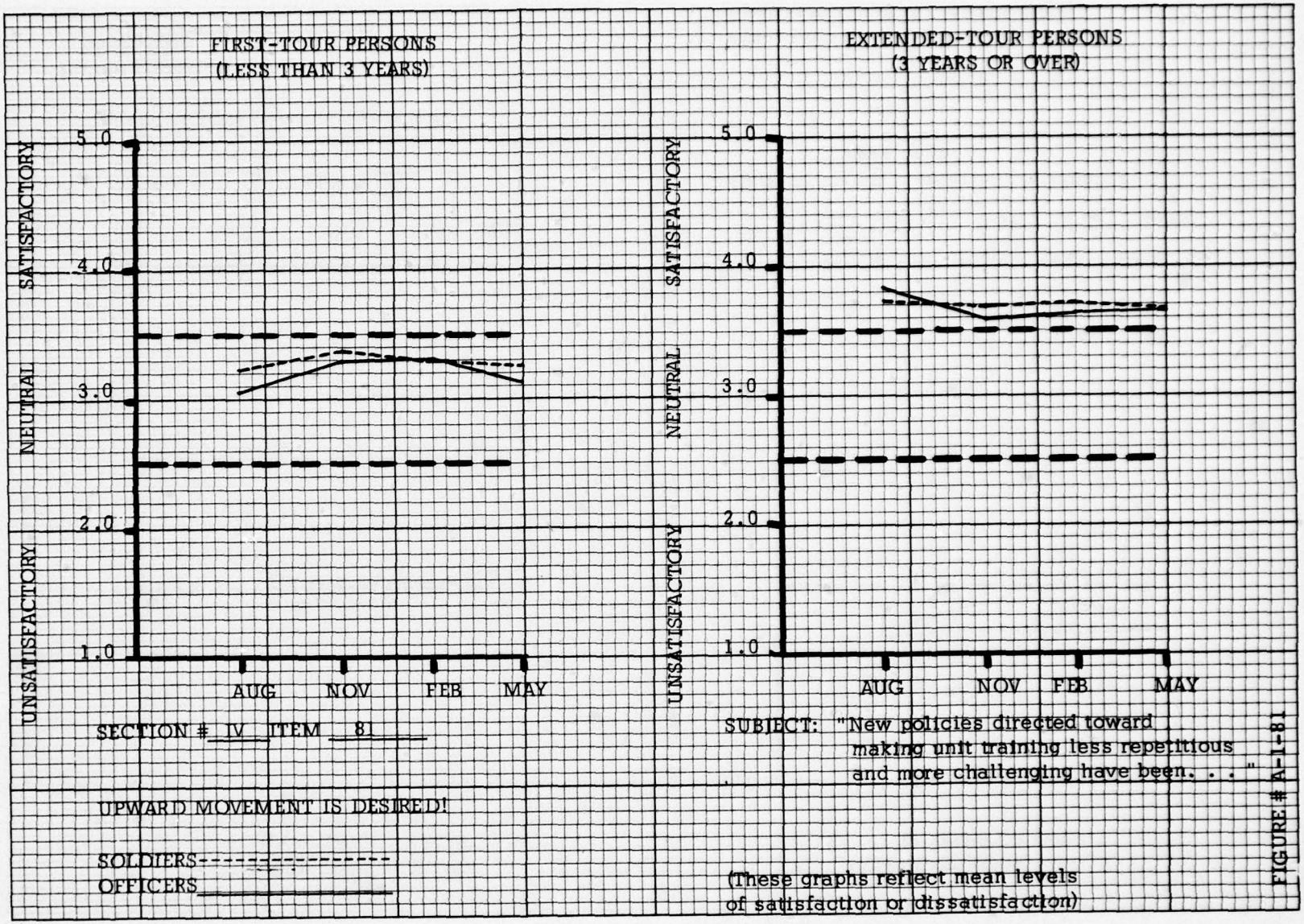

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
5.0
4.0
3.0
2.0
1.0
SATISFACTORY
NEUTRAL
UNSATISFACTORY
AUG
NOV
FEB
MAY
SECTION # IV ITEM 81
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
5.0
4.0
3.0
2.0
1.0
SATISFACTORY
NEUTRAL
UNSATISFACTORY
AUG
NOV
FEB
MAY
SUBJECT: "New policies directed toward making unit training less repetitious and more challenging have been. . ."
(These graphs reflect mean levels of satisfaction or dissatisfaction)

FIGURE # A-1-81

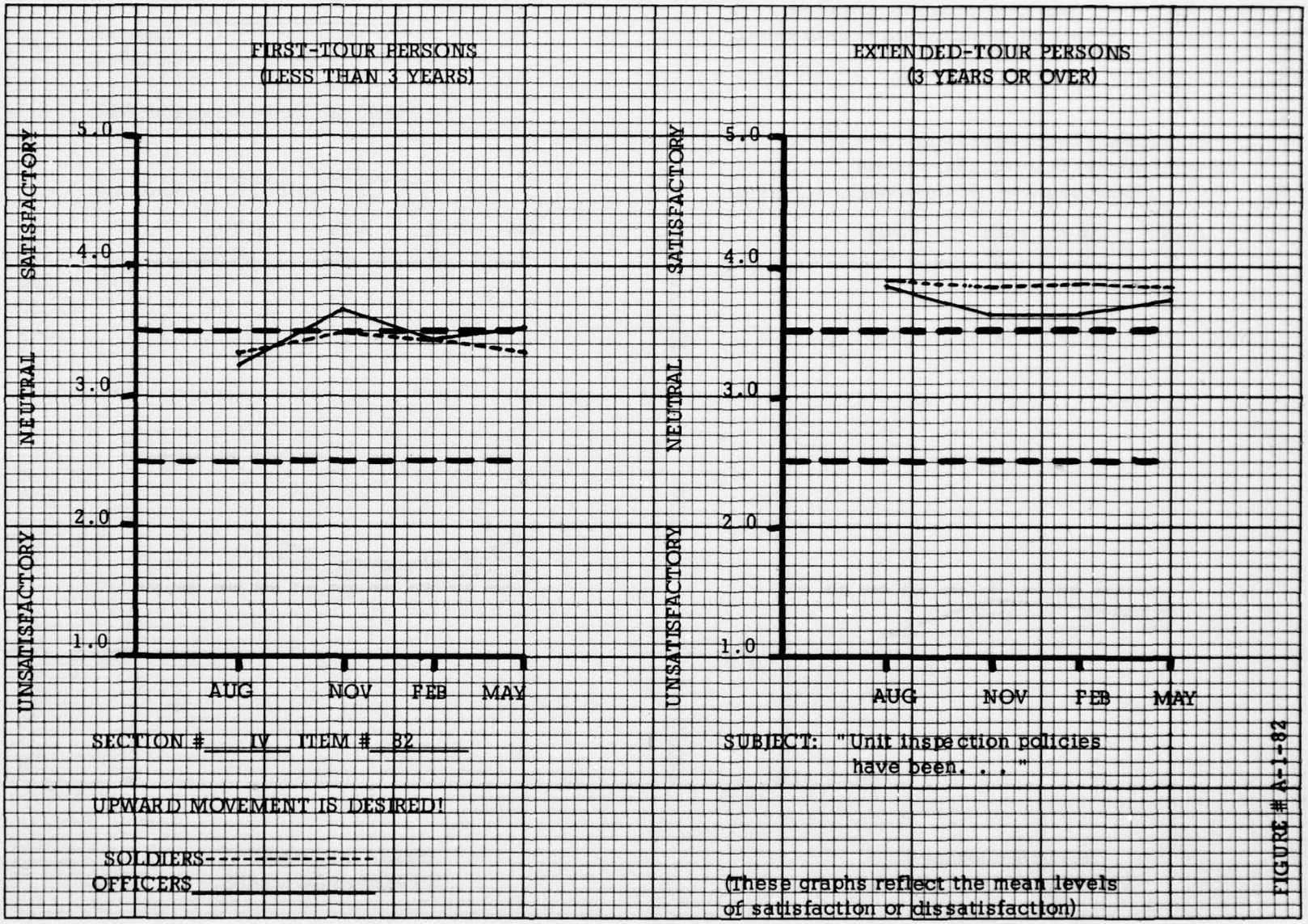

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
AUG
NOV
FEB
MAY
SECTION # IV ITEM # 32
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
AUG
NOV
FEB
MAY
SUBJECT: "Unit inspection policies have been. . ."
(These graphs reflect the mean levels of satisfaction or dissatisfaction)

FIGURE #A-1-82

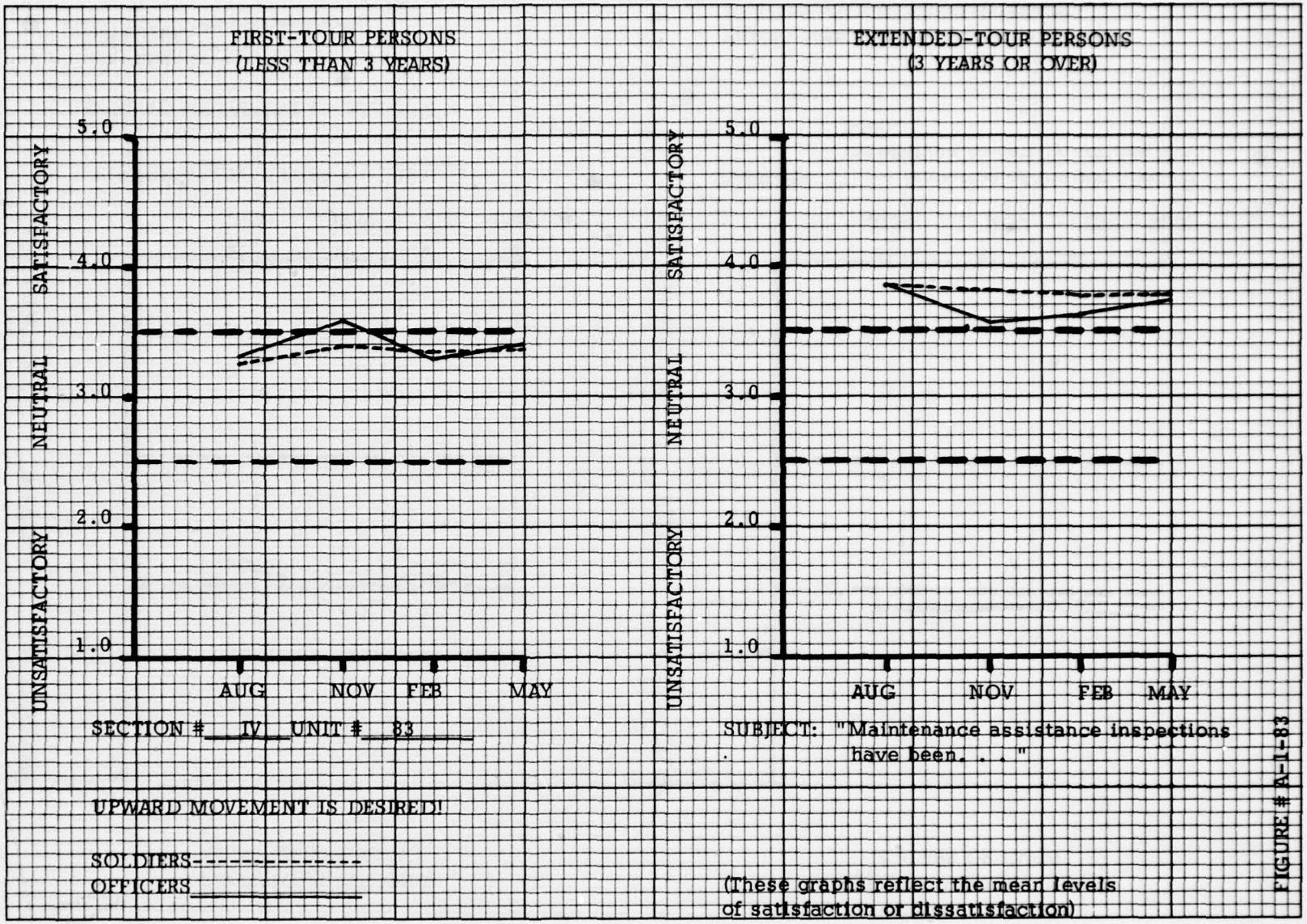

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
5.0
4.0
3.0
2.0
1.0
SATISFACTORY
NEUTRAL
UNSATISFACTORY
AUG
NOV
FEB
MAY
SECTION # IV UNIT # 83
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
5.0
4.0
3.0
2.0
1.0
SATISFACTORY
NEUTRAL
UNSATISFACTORY
AUG
NOV
FEB
MAY
SUBJECT: "Maintenance assistance inspections have been. . ."
(These graphs reflect the mean levels of satisfaction or dissatisfaction)

FIGURE # A-1-83

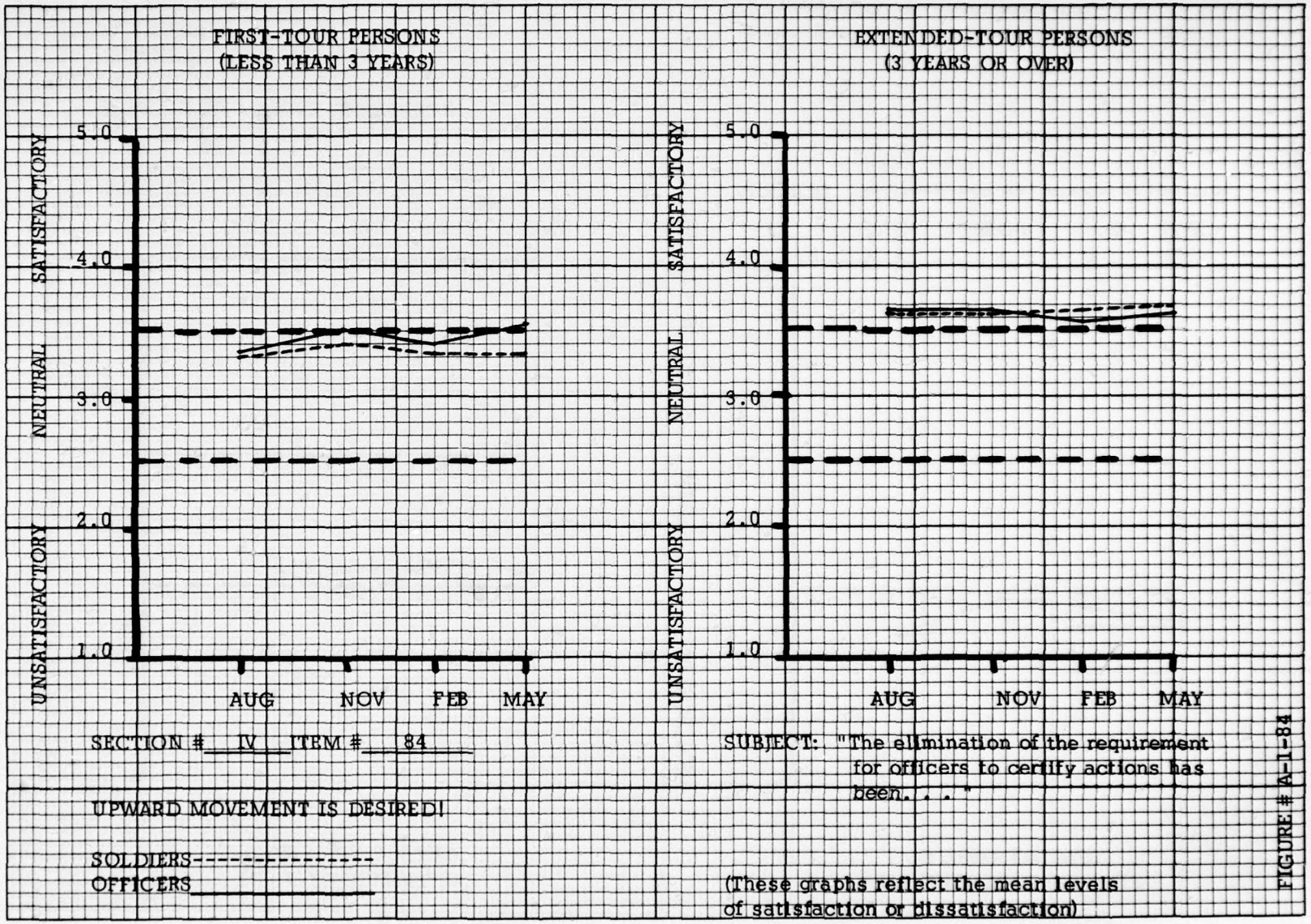

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
AUG
NOV
FEB
MAY
SECTION # IV ITEM # 84
SUBJECT: "The elimination of the requirement for officers to certify actions has been. . . ."
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
(These graphs reflect the mean levels of satisfaction or dissatisfaction)

FIGURE # A-1-84

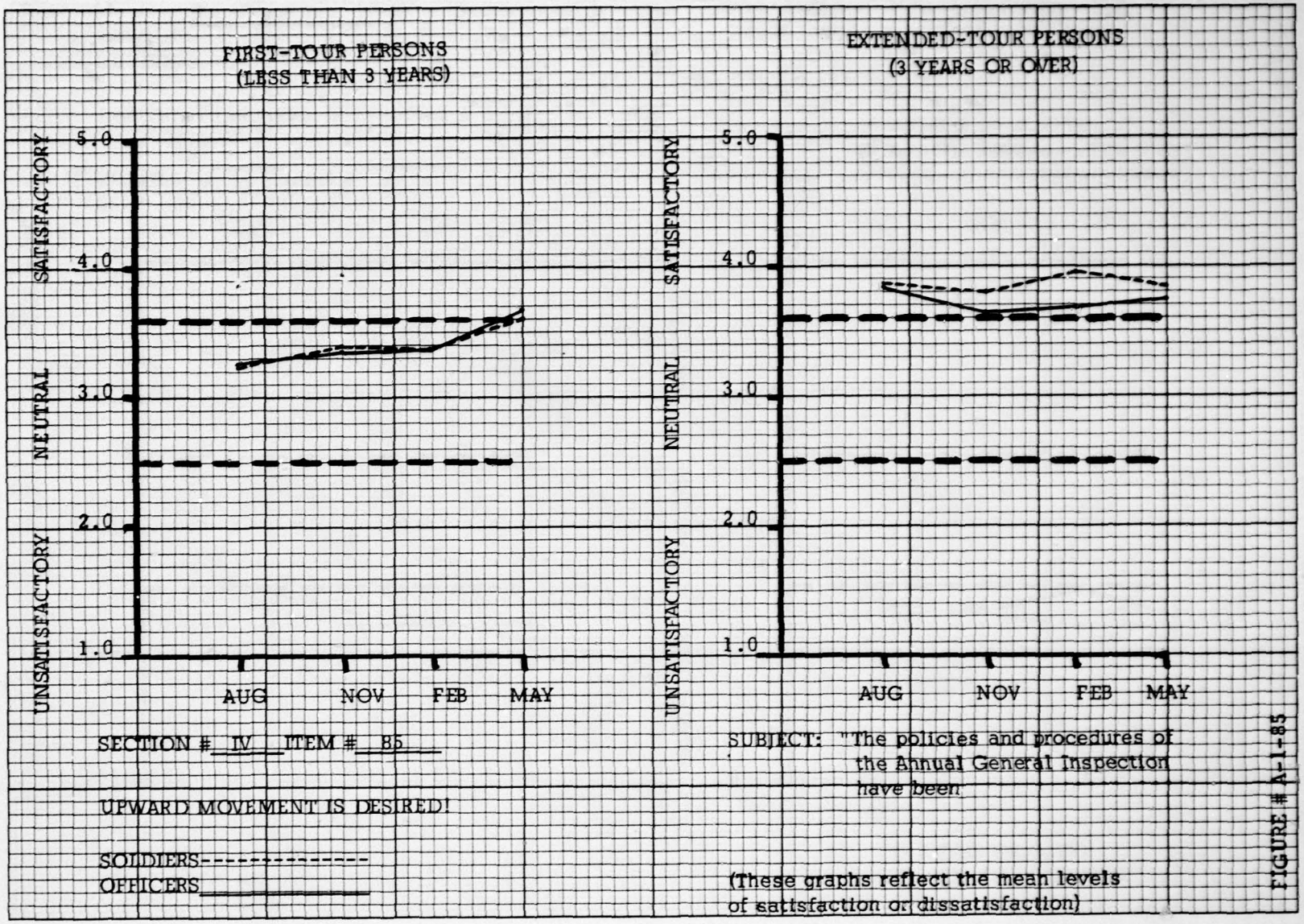

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
AUG
NOV
FEB
MAY
SECTION # IV ITEM # B5
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
AUG
NOV
FEB
MAY
SUBJECT: "The policies and procedures of the Annual General Inspection have been
(These graphs reflect the mean levels of satisfaction or dissatisfaction)

FIGURE # A-1-85

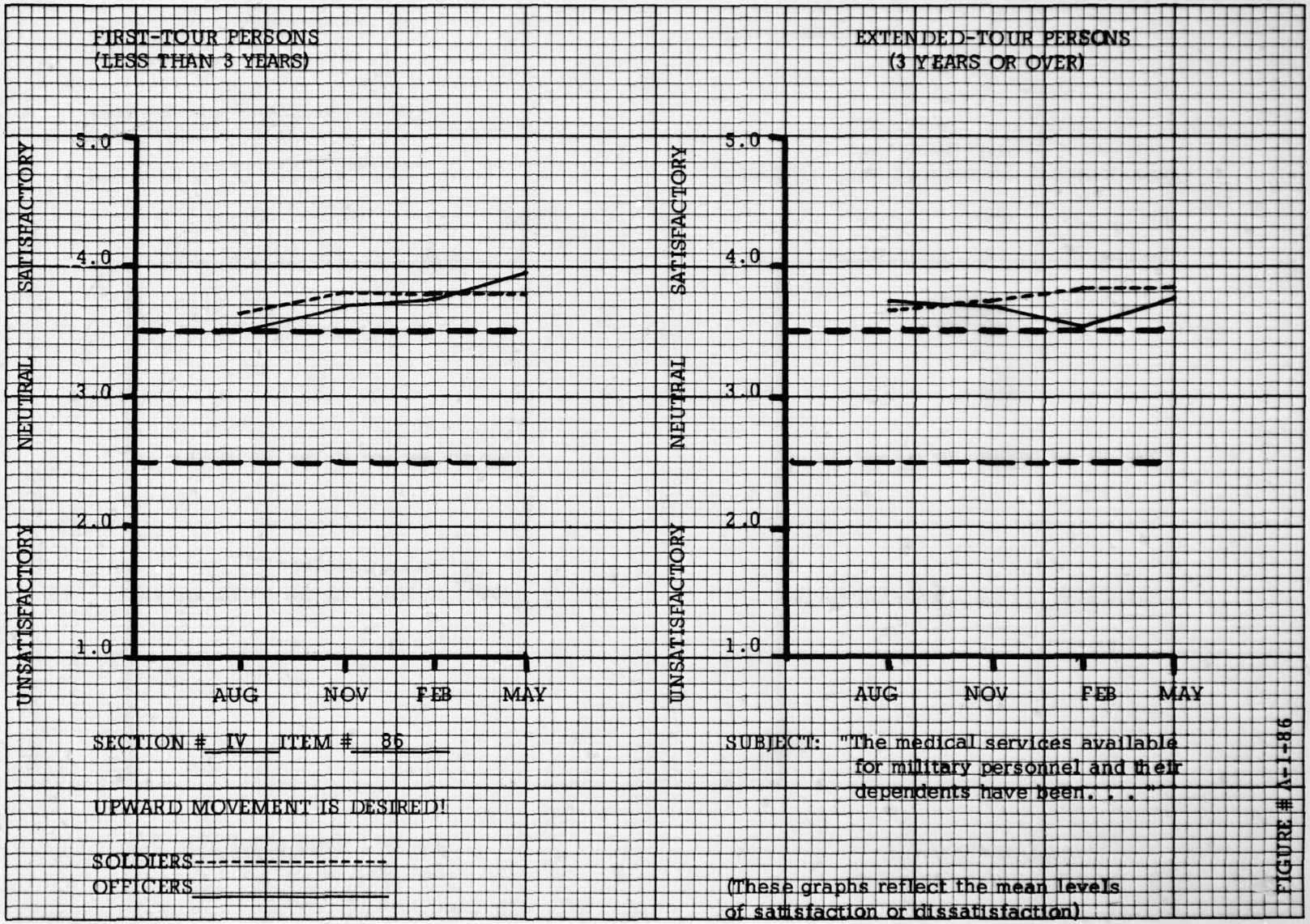

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
AUG
NOV
FEB
MAY
SECTION # IV ITEM # 86
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS__________
SUBJECT: "The medical services available for military personnel and their dependents have been. . . ."
(These graphs reflect the mean levels of satisfaction or dissatisfaction)

FIGURE # A-I-86

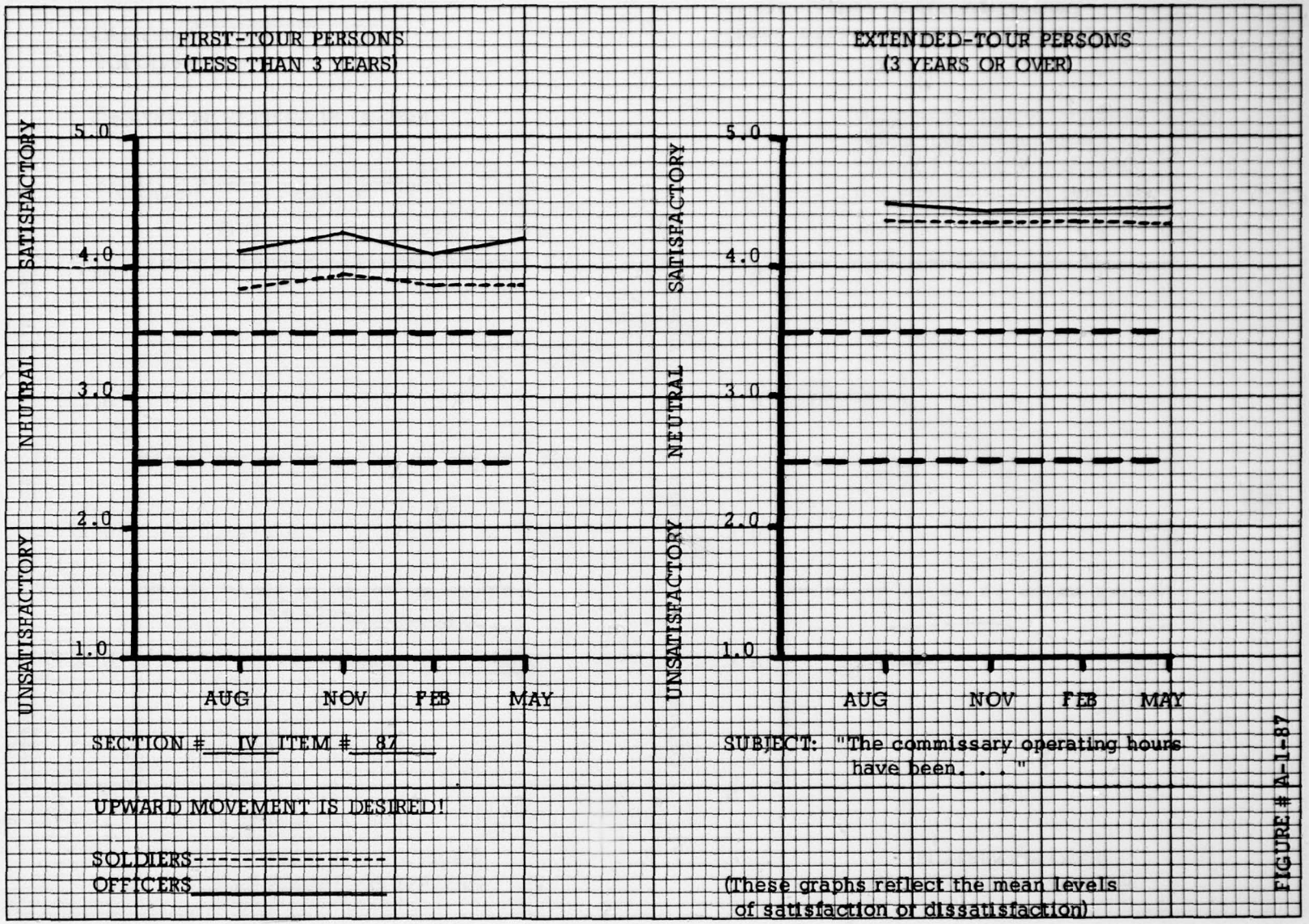

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
AUG
NOV
FEB
MAY
SECTION # IV ITEM # 87
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
AUG
NOV
FEB
MAY
SUBJECT: "The commissary operating hours have been. . ."
(These graphs reflect the mean levels of satisfaction or dissatisfaction)

FIGURE # A-1-87

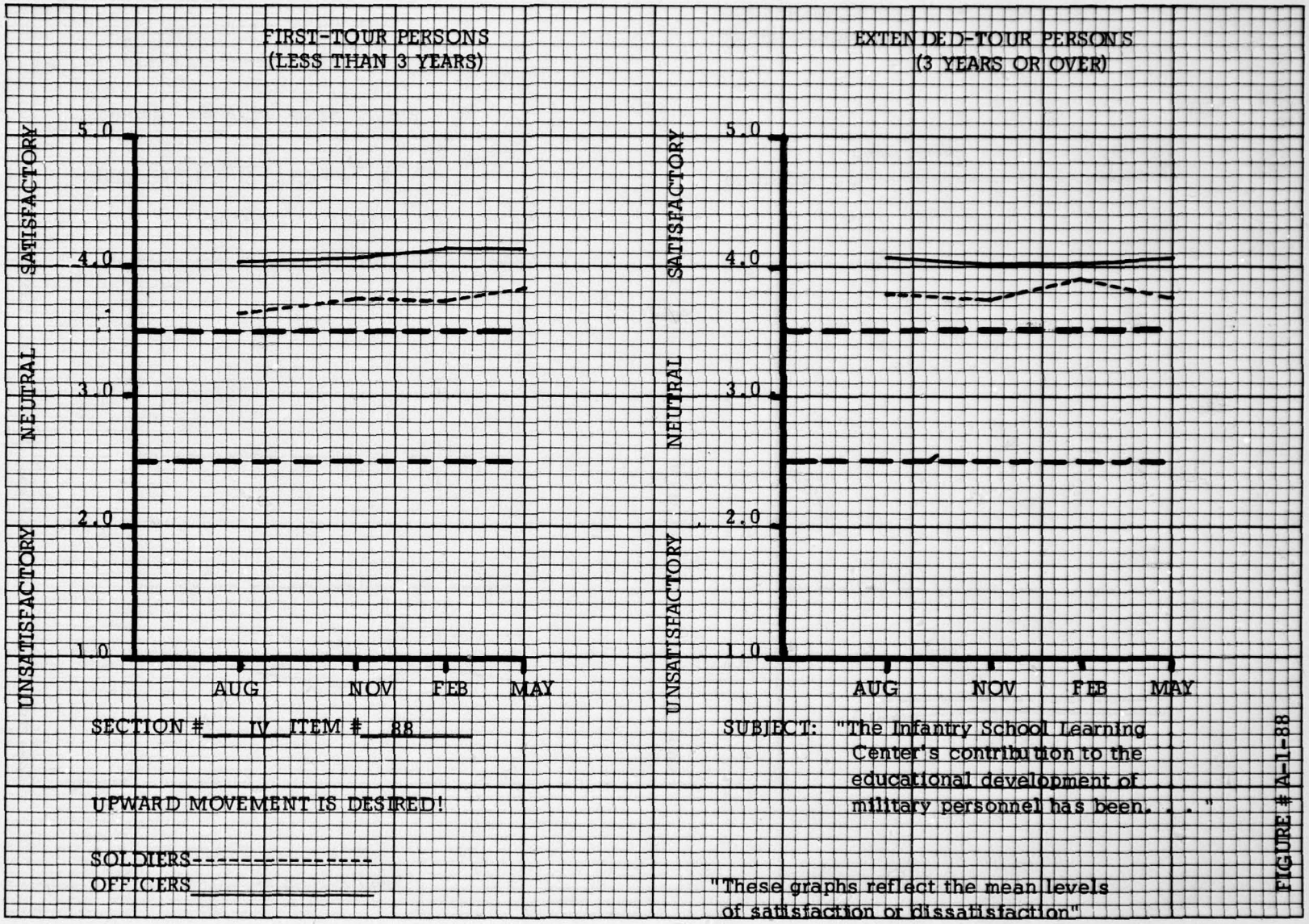

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
AUG
NOV
FEB
MAY
SECTION # IV ITEM # 88
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
AUG
NOV
FEB
MAY
SUBJECT: "The Infantry School Learning Center's contribution to the educational development of military personnel has been. . . ."
"These graphs reflect the mean levels of satisfaction or dissatisfaction"

FIGURE # A-1-88

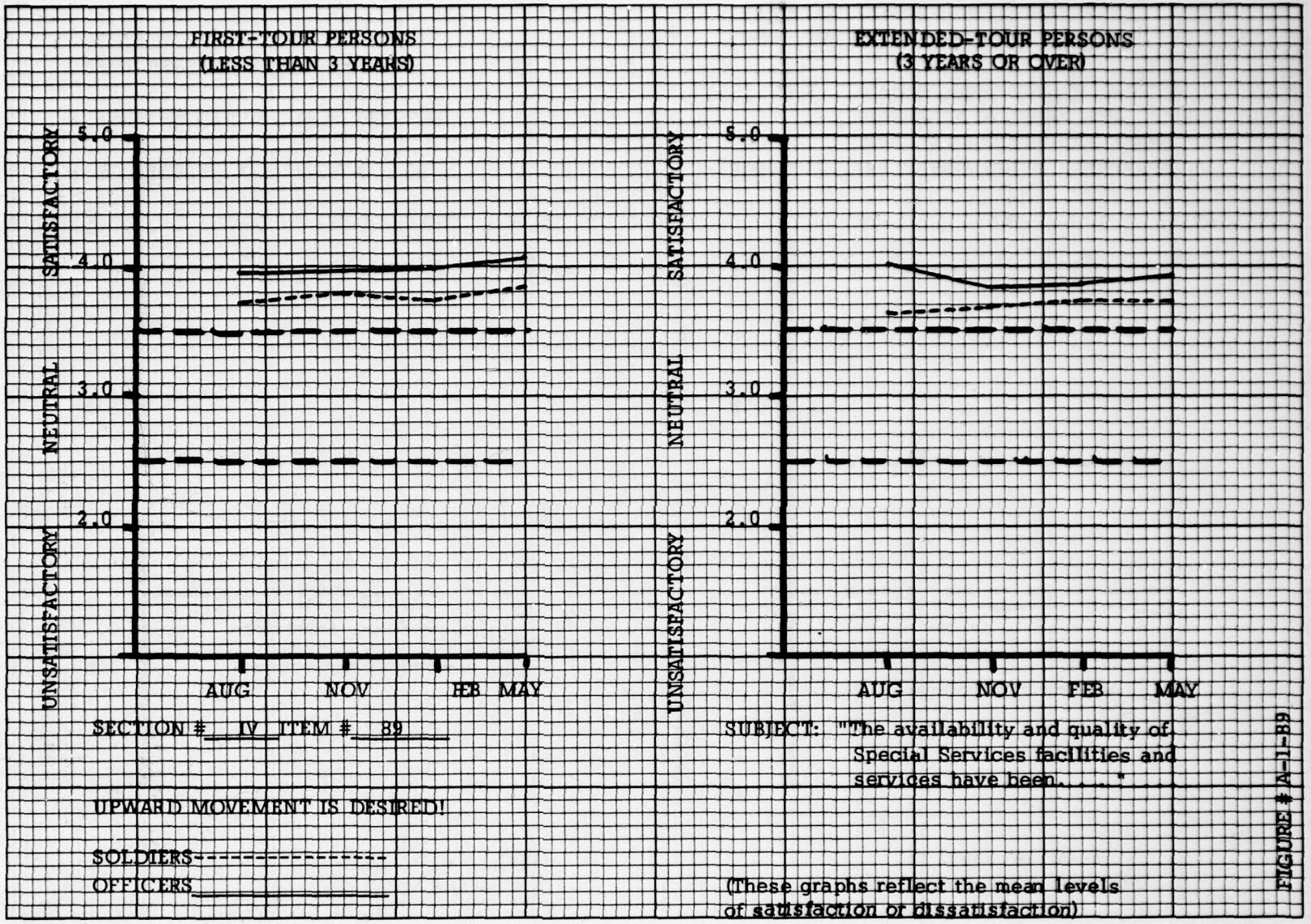

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATISFACTORY
5.0
4.0
NEUTRAL
3.0
2.0
UNSATISFACTORY
AUG
NOV
FEB
MAY
SECTION # IV ITEM # 89
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
5.0
4.0
NEUTRAL
3.0
2.0
UNSATISFACTORY
AUG
NOV
FEB
MAY
SUBJECT: "The availability and quality of Special Services facilities and services have been. . . ."
(These graphs reflect the mean levels of satisfaction or dissatisfaction)

FIGURE # A-1-89

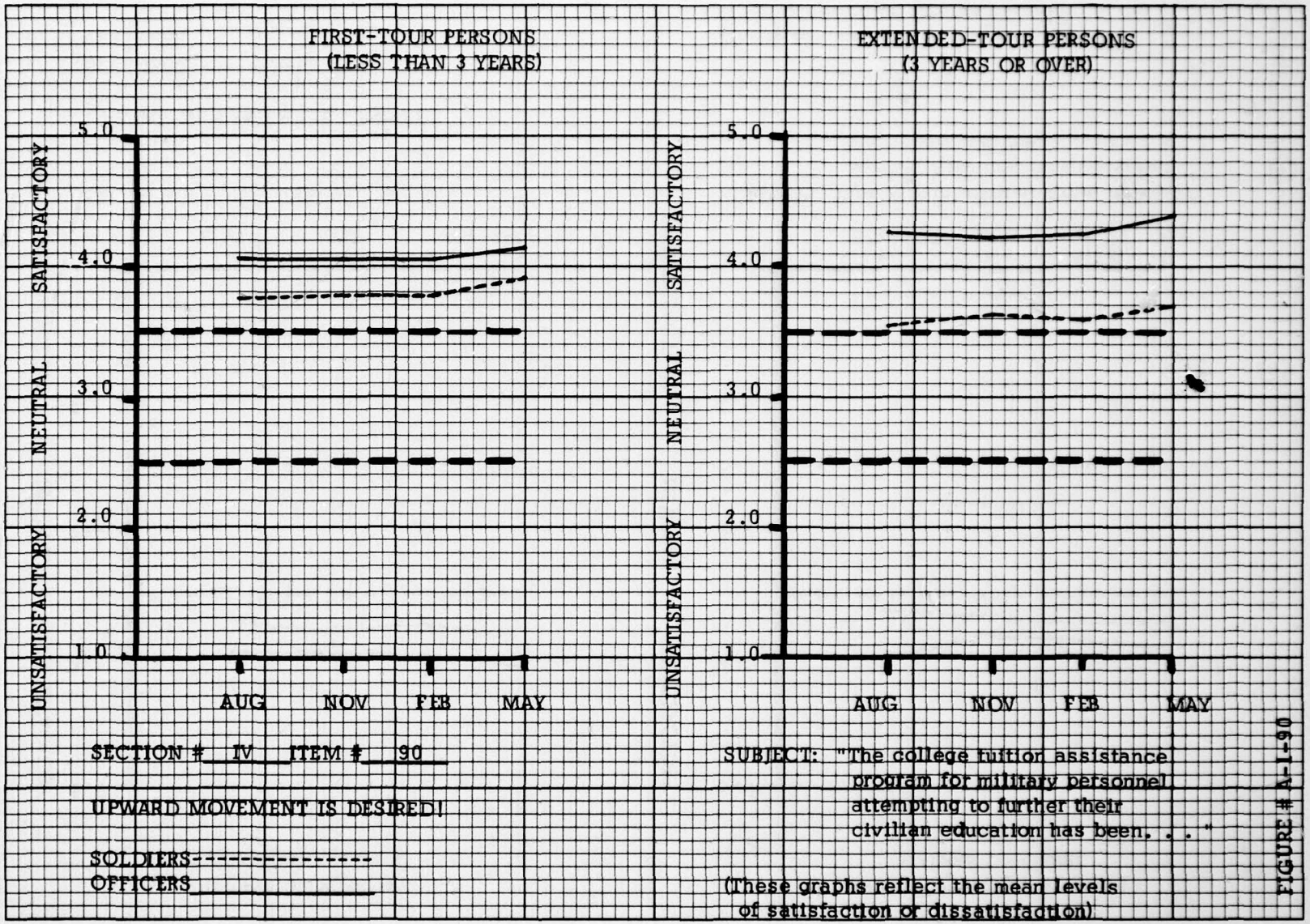
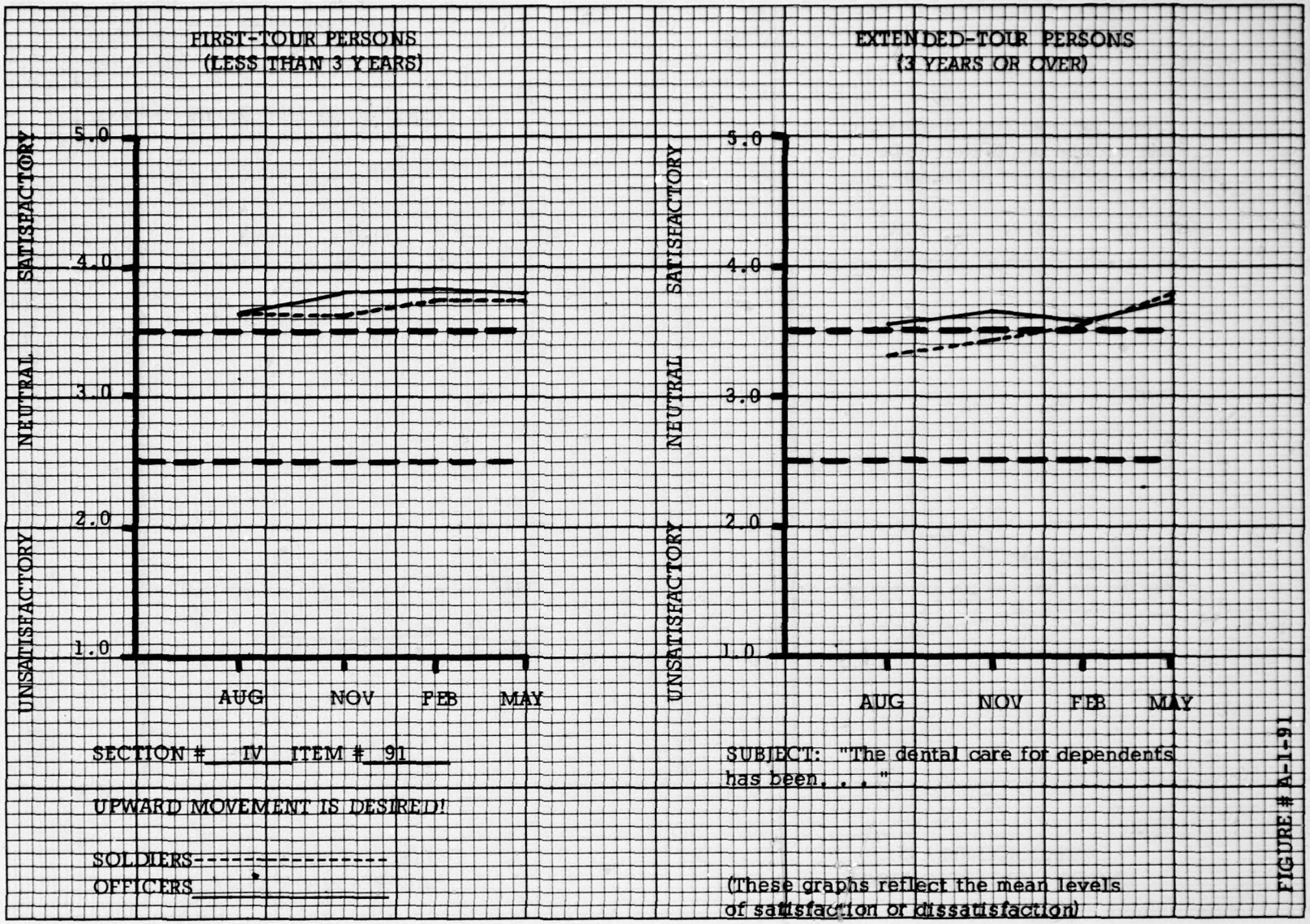

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
AUG
NOV
FEB
MAY
SECTION # IV ITEM # 90
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
SUBJECT: "The college tuition assistance program for military personnel attempting to further their civilian education has been. . . "
(These graphs reflect the mean levels of satisfaction or dissatisfaction)

FIGURE # A-I-90


FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
AUG
NOV
FEB
MAY
SECTION # IV ITEM # 91
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS----------
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
AUG
NOV
FEB
MAY
SUBJECT: "The dental care for dependents has been. . . "
(These graphs reflect the mean levels of satisfaction or dissatisfaction)
FIGURE # A-I-91

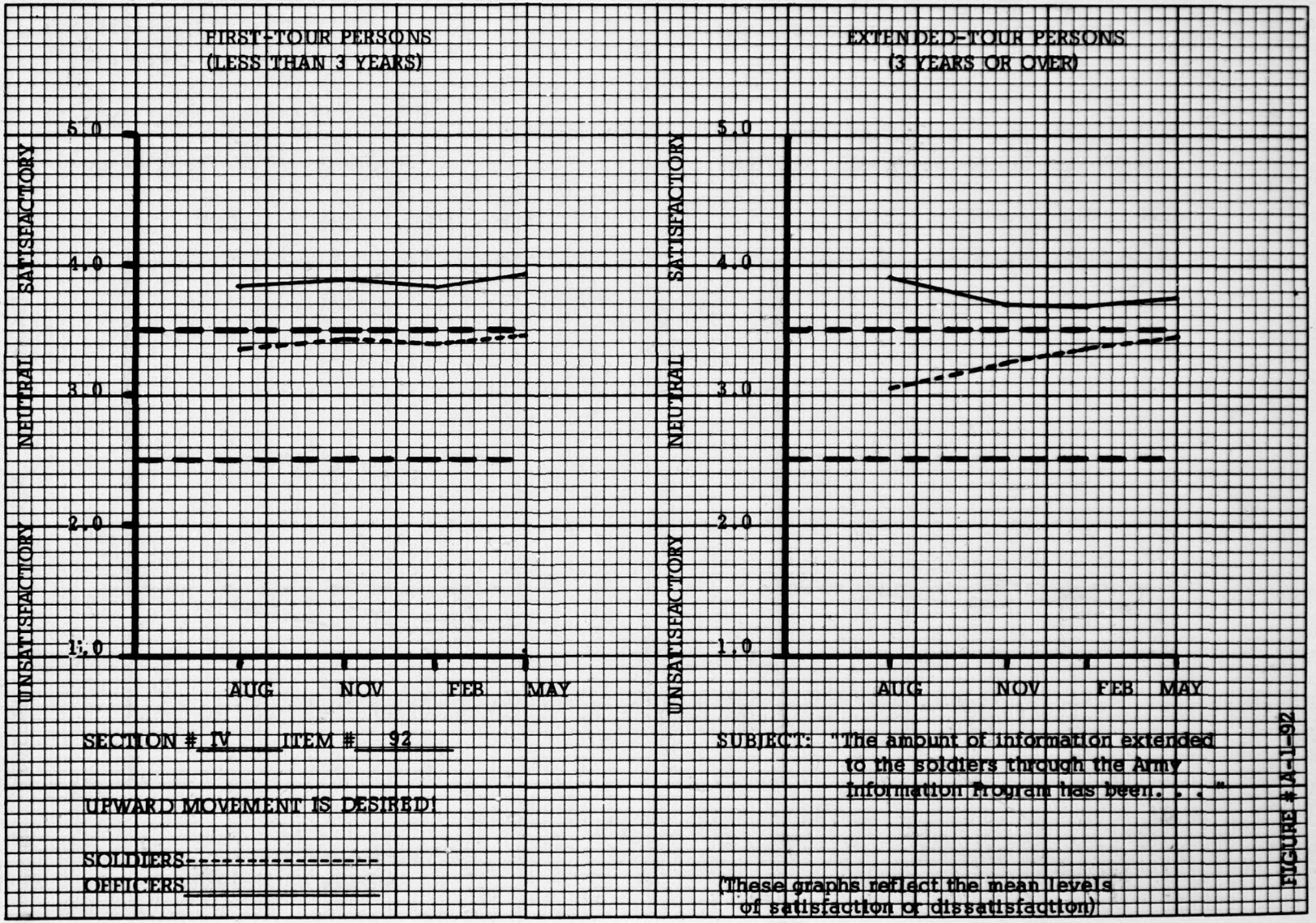

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
5.0
4.0
3.0
2.0
1.0
SATISFACTORY
NEUTRAL
UNSATISFACTORY
AUG
NOV
FEB
MAY
SECTION # IV ITEM # 92
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
5.0
4.0
3.0
2.0
1.0
SATISFACTORY
NEUTRAL
UNSATISFACTORY
AUG
NOV
FEB
MAY
SUBJECT: "The amount of information extended to the soldiers through the Army Information Program has been. . . ."
(These graphs reflect the mean levels of satisfaction or dissatisfaction)

FIGURE # A-1-92

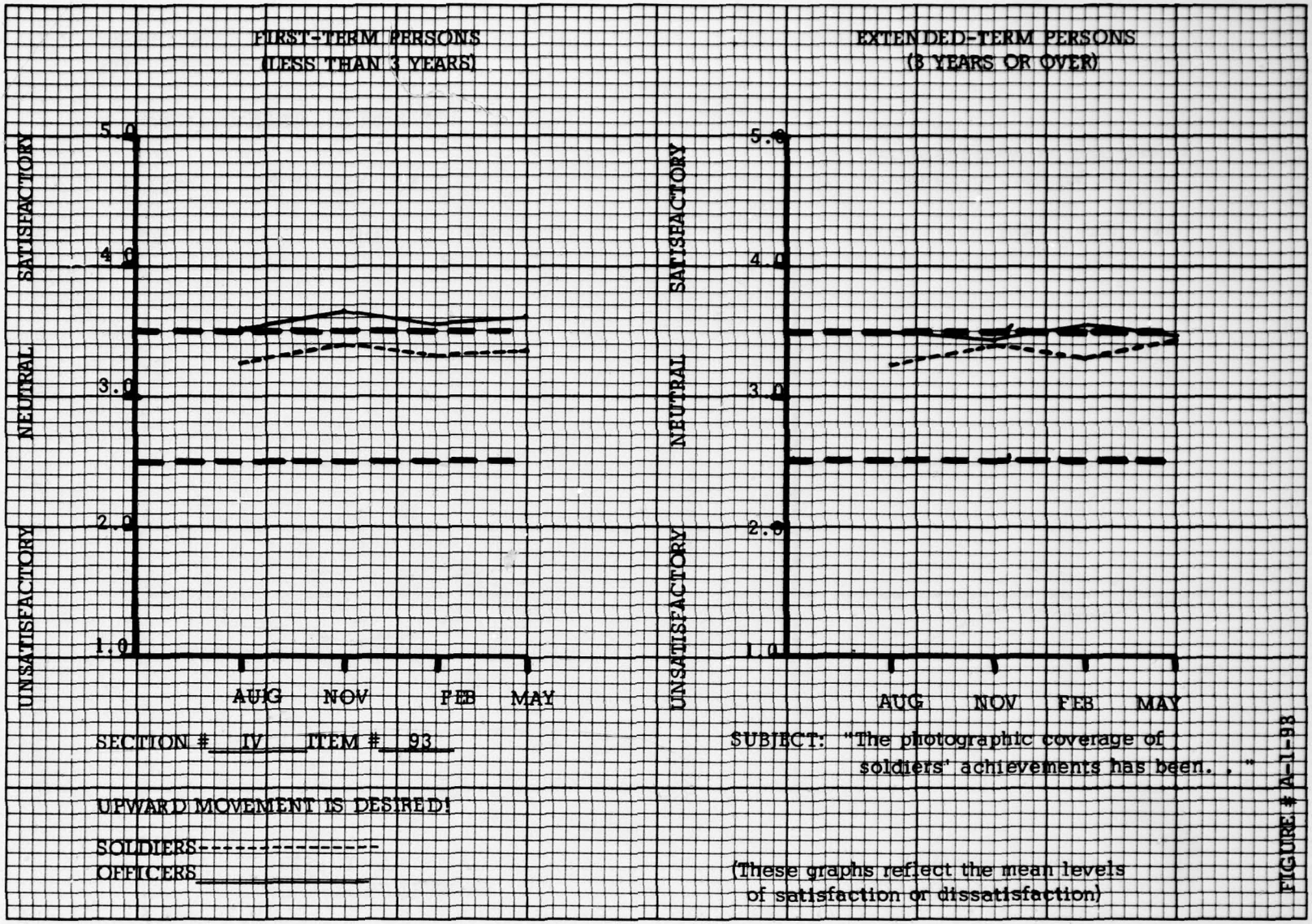

FIRST-TERM PERSONS
(LESS THAN 3 YEARS)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
AUG
NOV
FEB
MAY
SECTION # IV ITEM # 93
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
EXTENDED-TERM PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
AUG
NOV
FEB
MAY
SUBJECT: "The photographic coverage of soldiers' achievements has been. . ."
(These graphs reflect the mean levels of satisfaction or dissatisfaction)

FIGURE # A-1-93

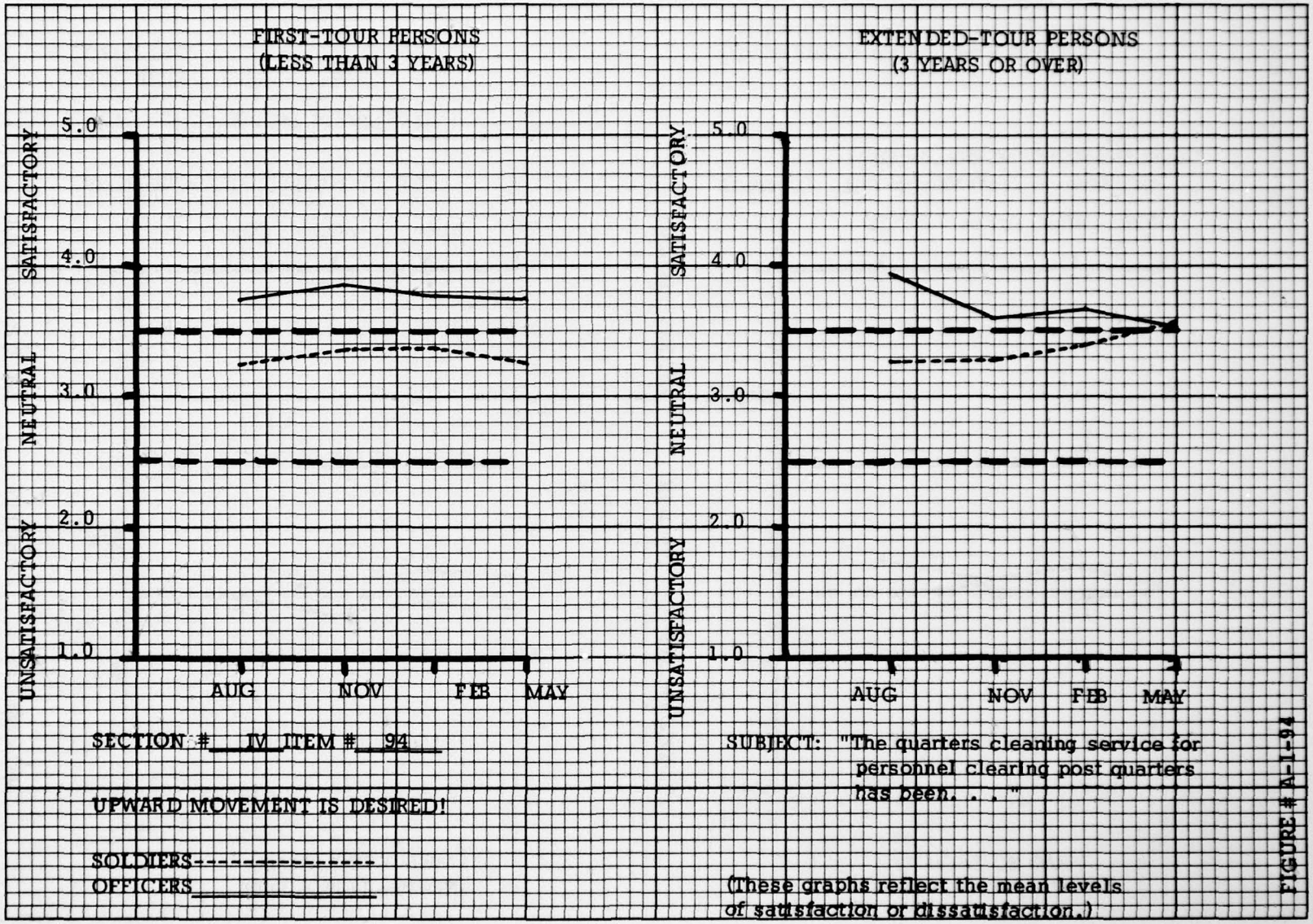

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
AUG
NOV
FEB
MAY
SECTION # IV ITEM # 94
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SUBJECT: "The quarters cleaning service for personnel clearing post quarters has been. . . ."
(These graphs reflect the mean levels of satisfaction or dissatisfaction.)

FIGURE # A-1-94

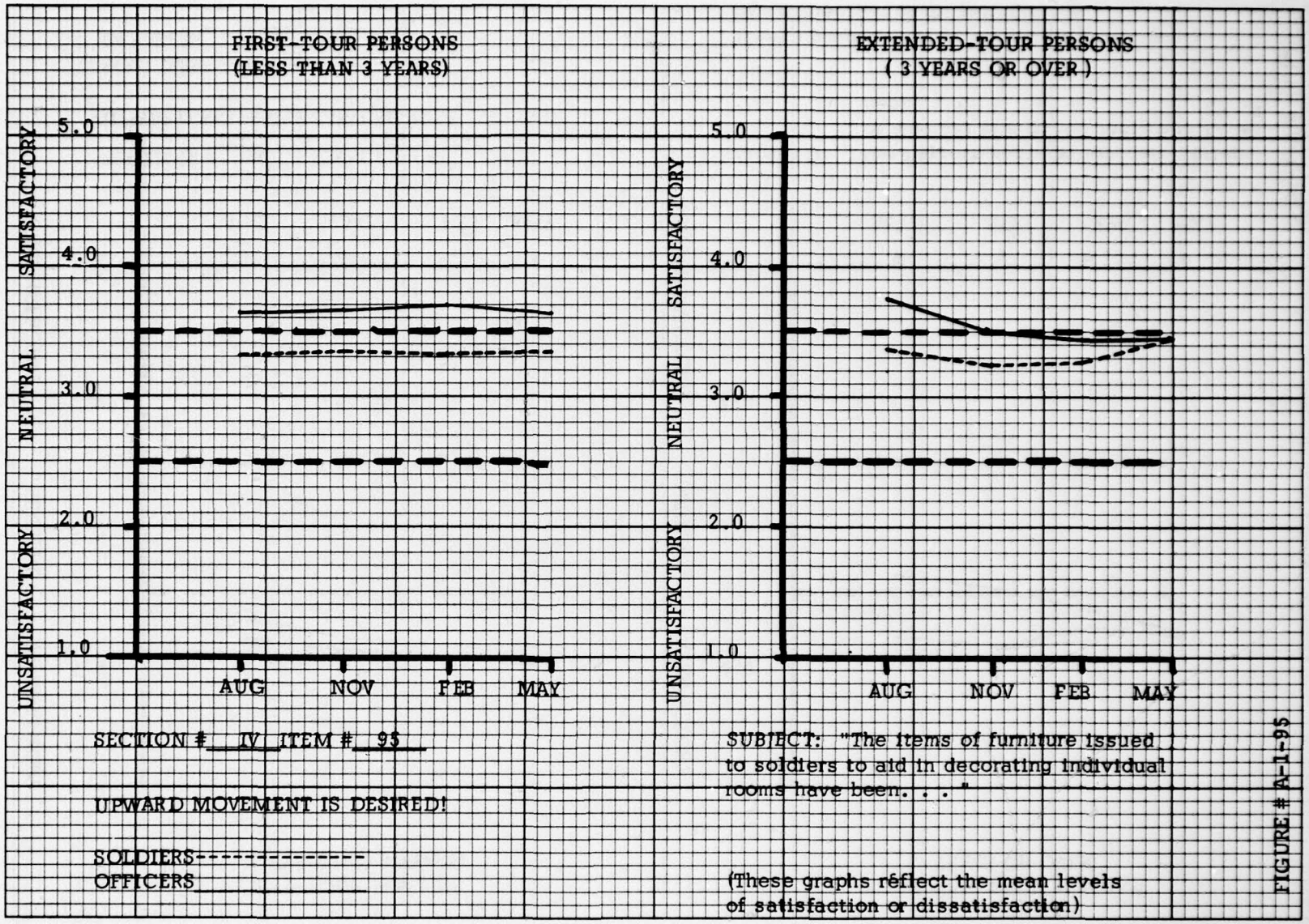

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
AUG
NOV
FEB
MAY
SECTION # IV ITEM # 93
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
SUBJECT: "The items of furniture issued to soldiers to aid in decorating individual rooms have been. . ."
(These graphs reflect the mean levels of satisfaction or dissatisfaction)

FIGURE # A-1-95

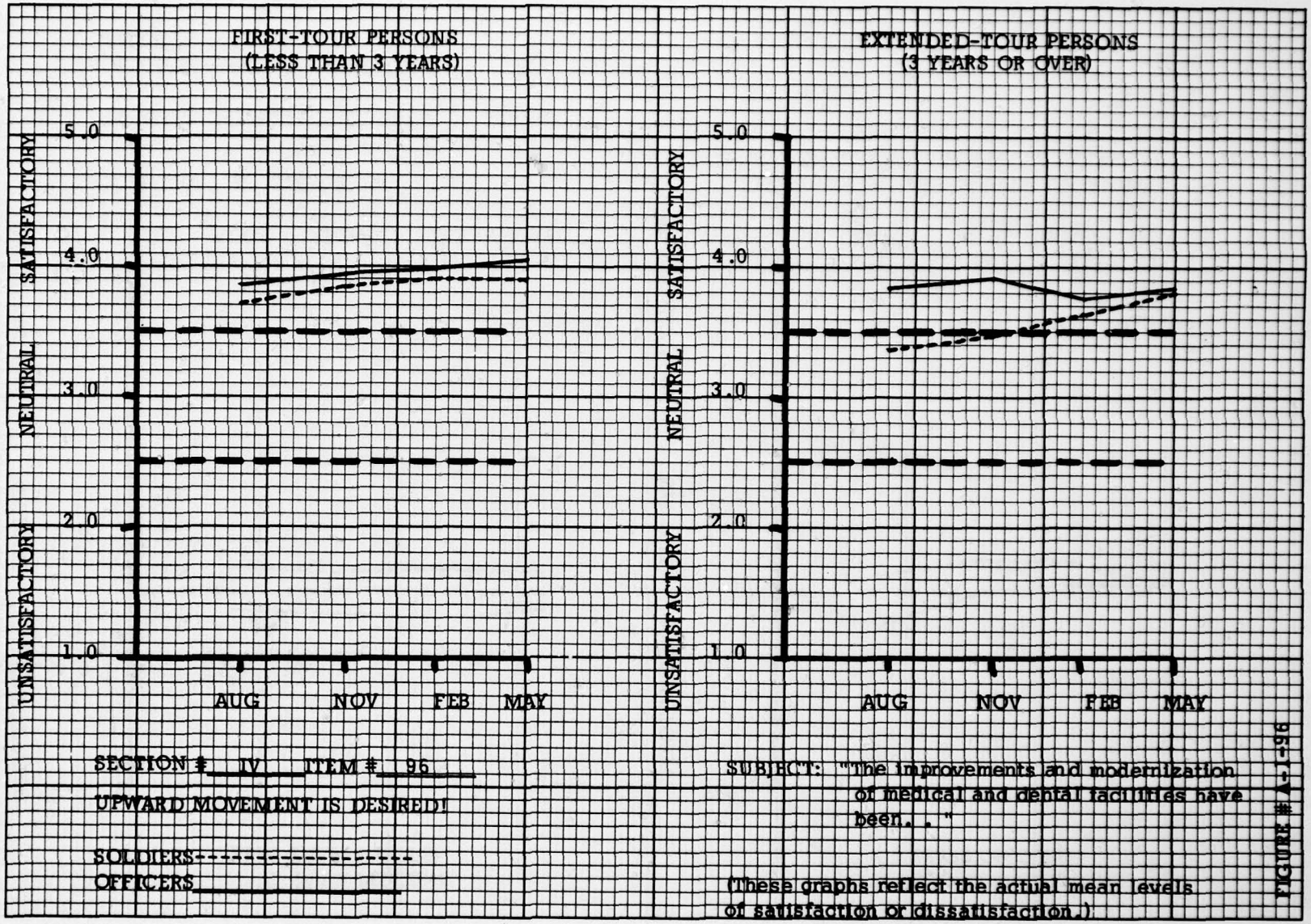

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
AUG
NOV
FEB
MAY
SECTION # IV ITEM # 96
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS__________
SUBJECT: "The improvements and modernization of medical and dental facilities have been. . ."
(These graphs reflect the actual mean levels of satisfaction or dissatisfaction.)

FIGURE # A-I-96

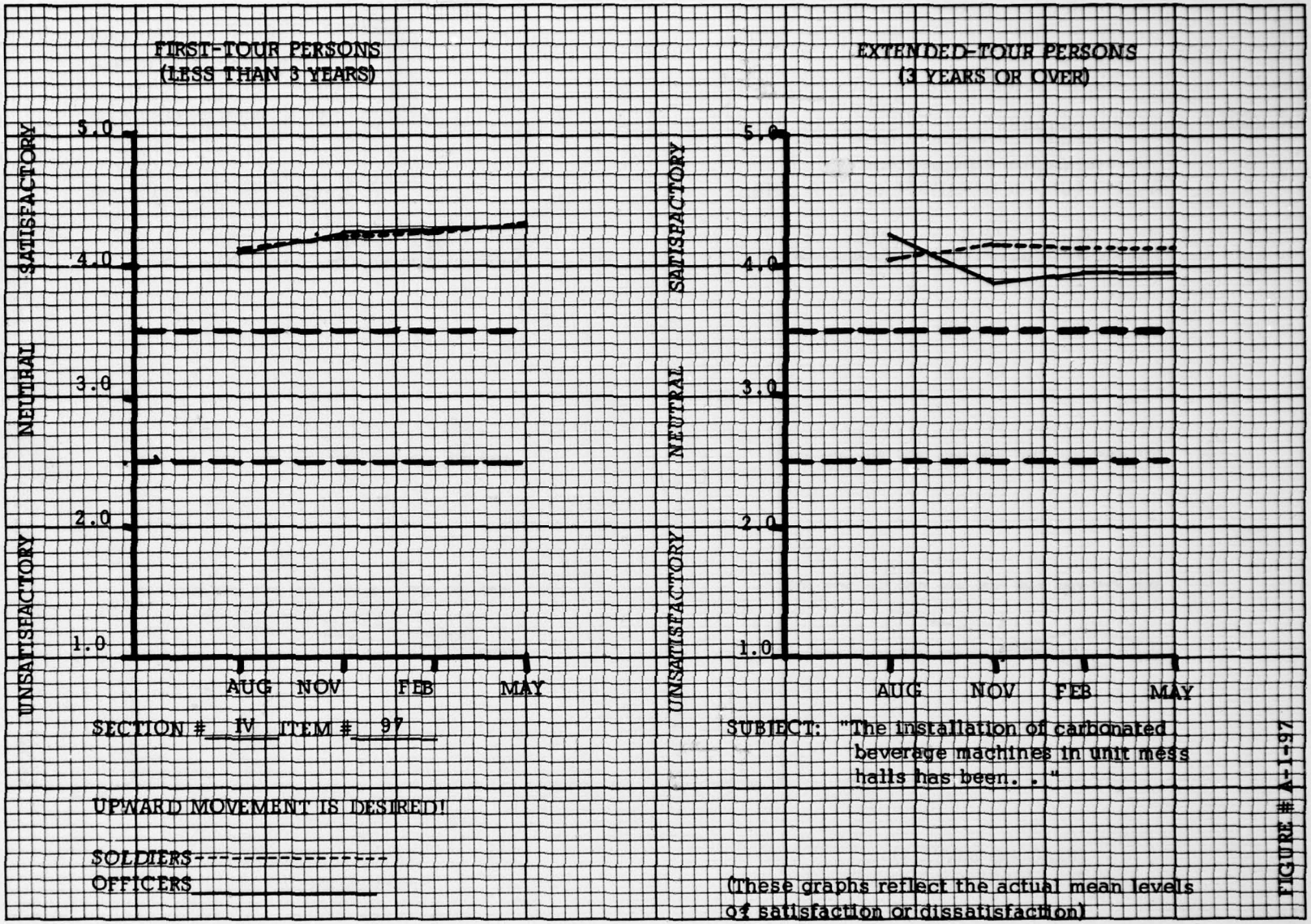

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
AUG
NOV
FEB
MAY
SECTION # IV ITEM # 97
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
AUG
NOV
FEB
MAY
SUBJECT: "The installation of carbonated beverage machines in unit mess halls has been. . ."
(These graphs reflect the actual mean levels of satisfaction or dissatisfaction)

FIGURE # A-I-97

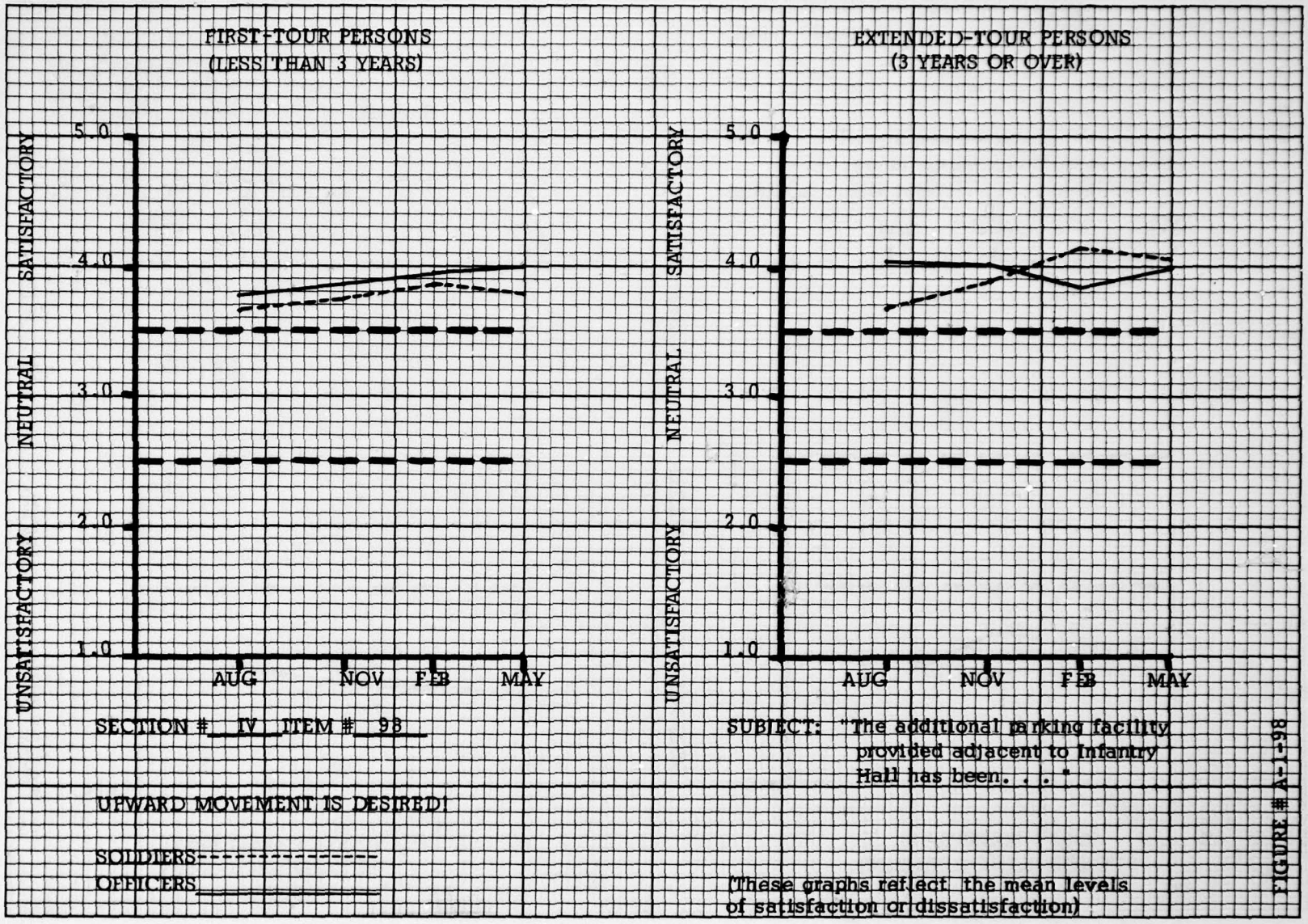
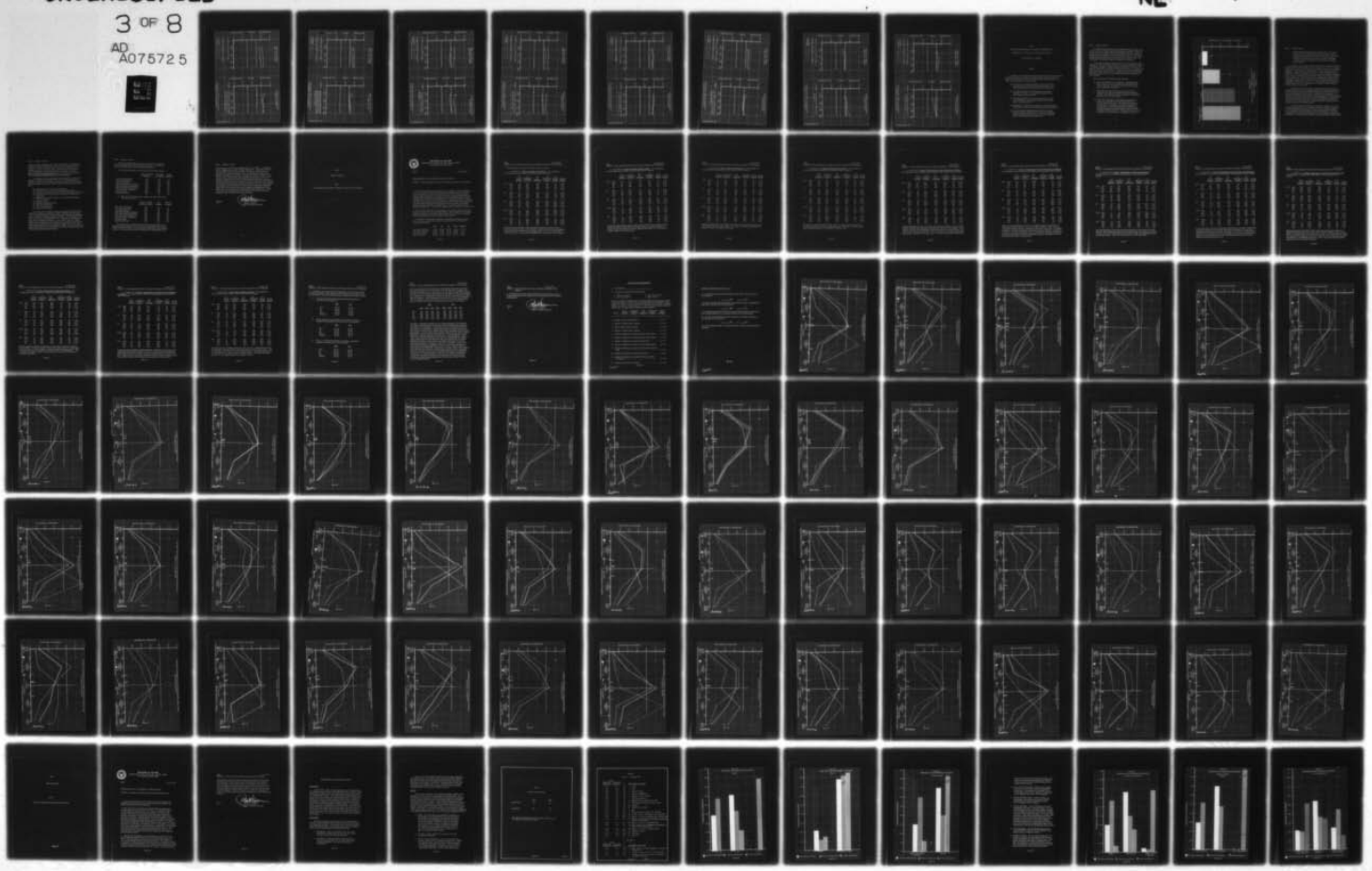

FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
AUG
NOV
FEB
MAY
SECTION # IV ITEM # 98
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
AUG
NOV
FEB
MAY
SUBJECT: "The additional parking facility provided adjacent to Infantry Hall has been. . . "
(These graphs reflect the mean levels of satisfaction or dissatisfaction)

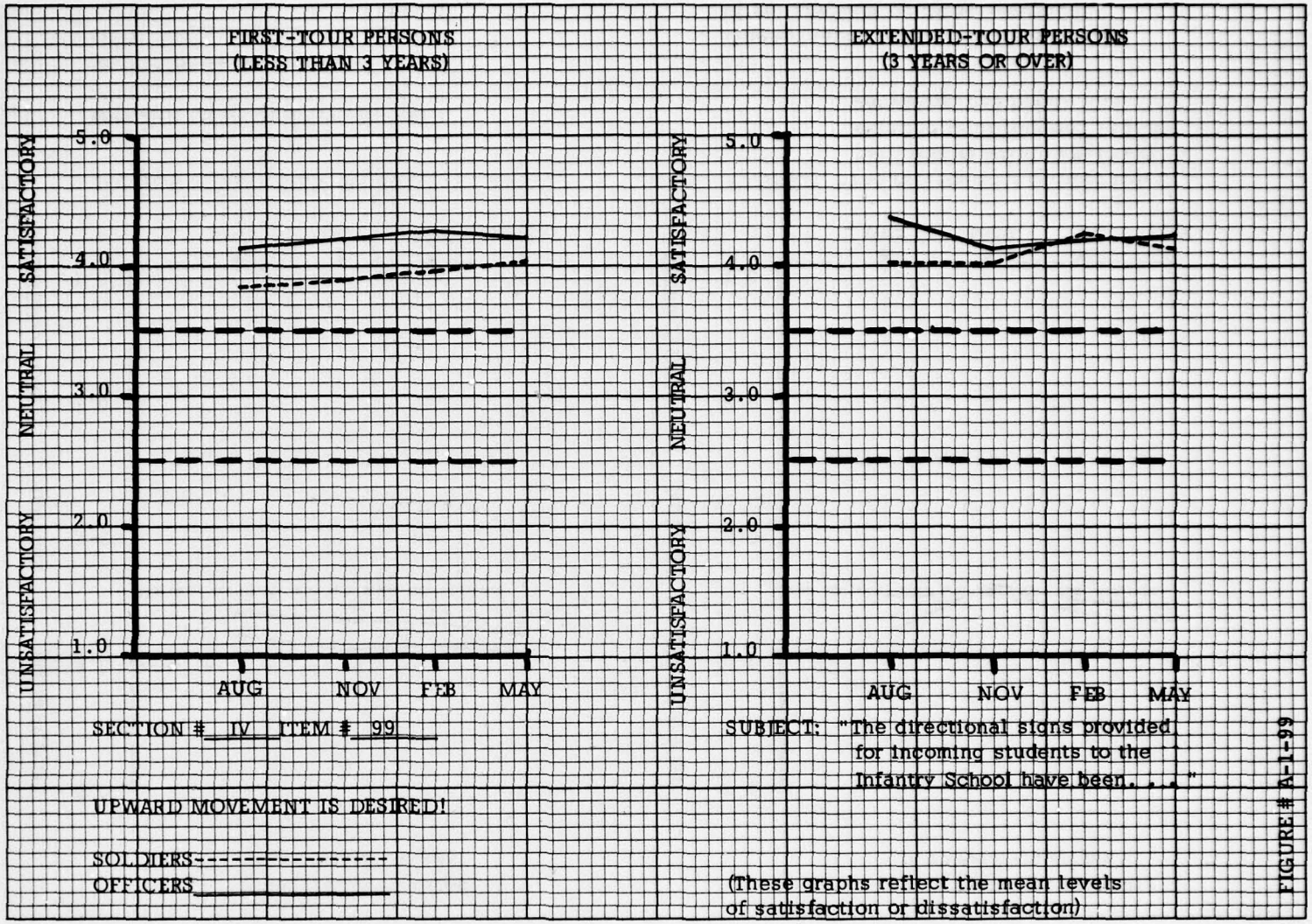
FIGURE # A-1-98

AD-A075 725 ARMY INFANTRY CENTER AND FORT BENNING GA F/G 5/9
MODERN VOLUNTEER ARMY EXPERIMENT-1972.(U)
JUL 72

UNCLASSIFIED NL

3 OF 8
AD A075725




FIRST-TOUR PERSONS
(LESS THAN 3 YEARS)
EXTENDED-TOUR PERSONS
(3 YEARS OR OVER)
SATISFACTORY
NEUTRAL
UNSATISFACTORY
5.0
4.0
3.0
2.0
1.0
AUG
NOV
FEB
MAY
SECTION # IV ITEM # 99
SUBJECT: "The directional signs provided for incoming students to the Infantry School have been. . . ."
UPWARD MOVEMENT IS DESIRED!
SOLDIERS----------
OFFICERS_____
(These graphs reflect the mean levels of satisfaction or dissatisfaction)
FIGURE # A-1-99

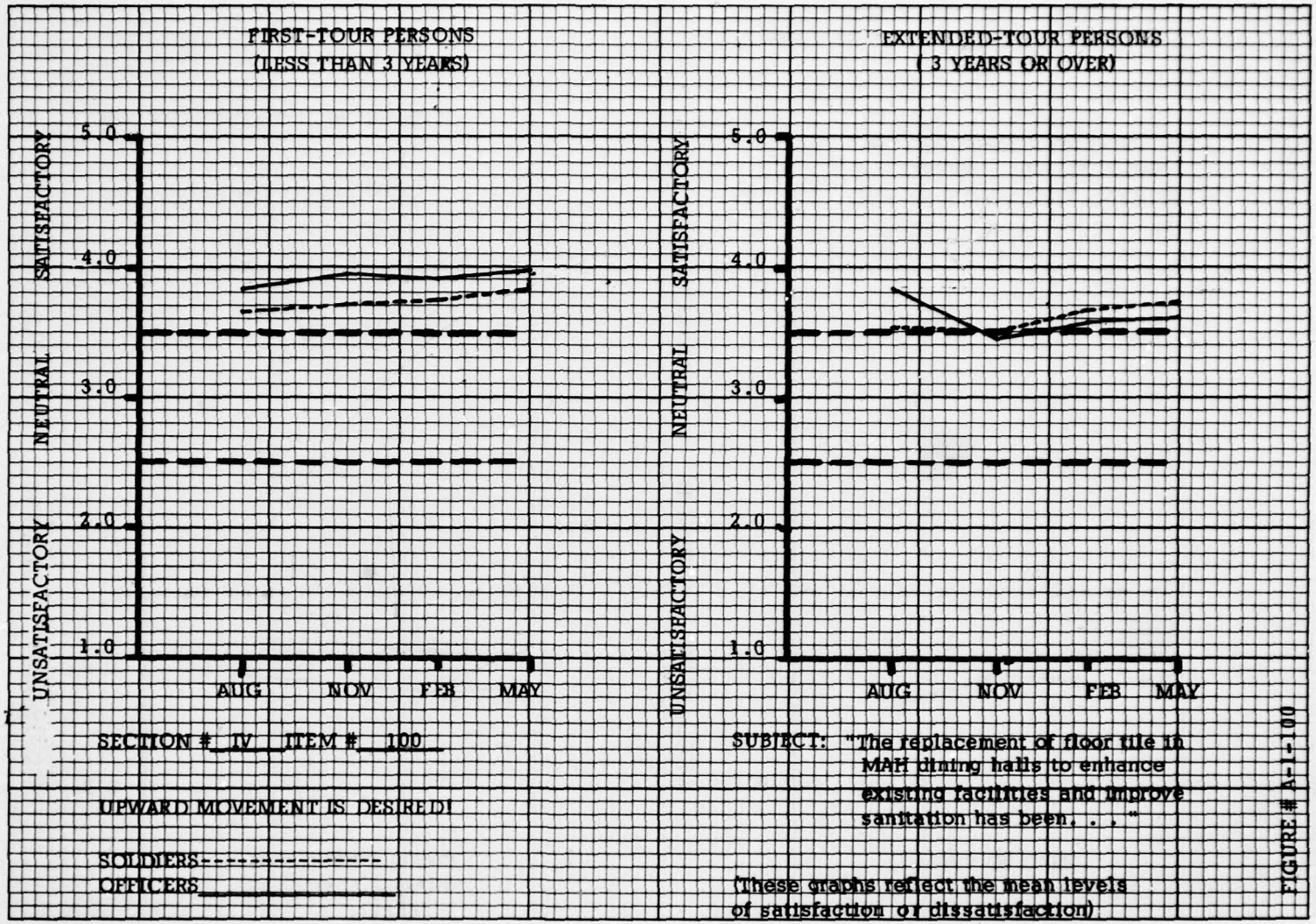


FIGURE # A-1-100

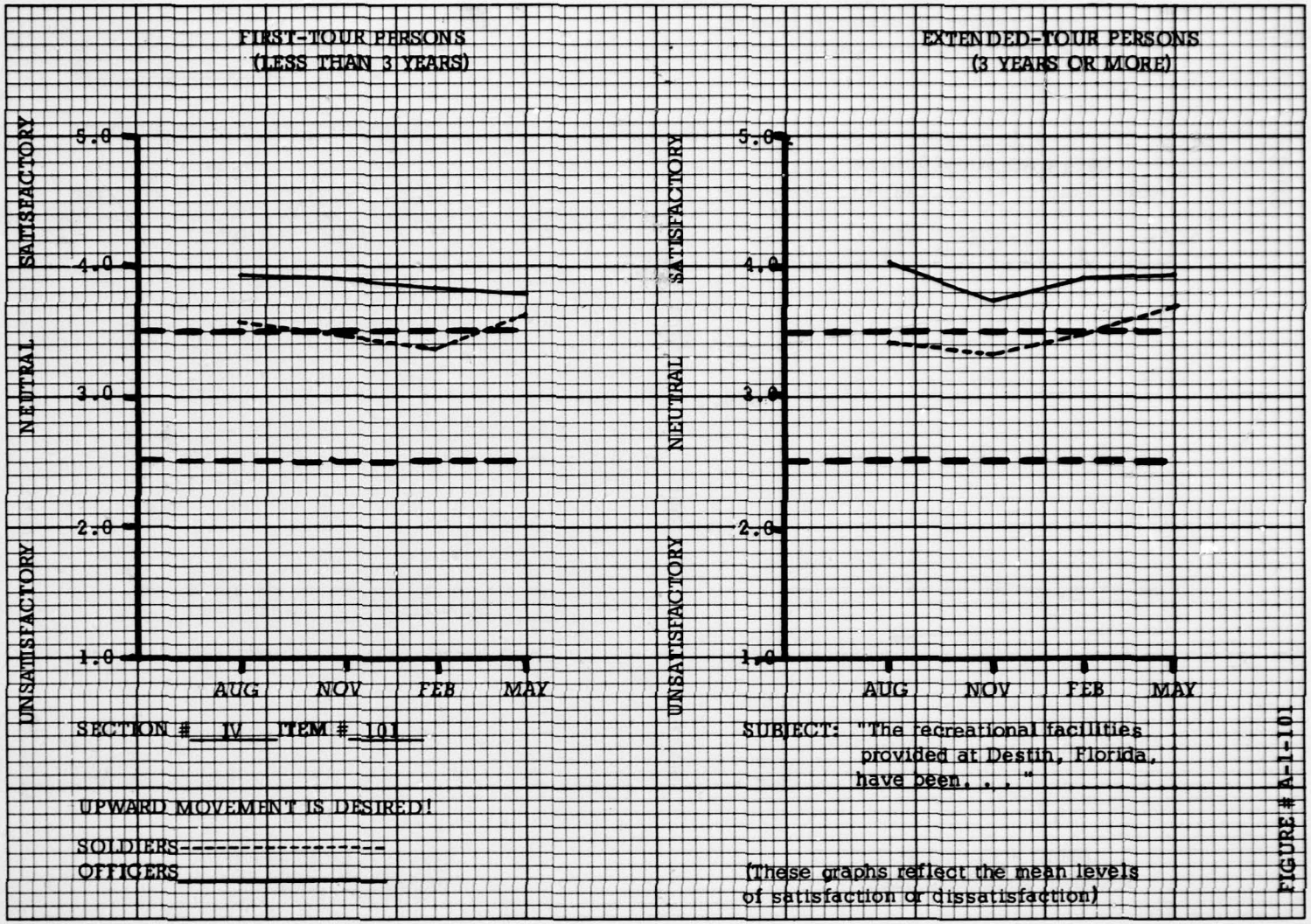


FIGURE # A-1-101

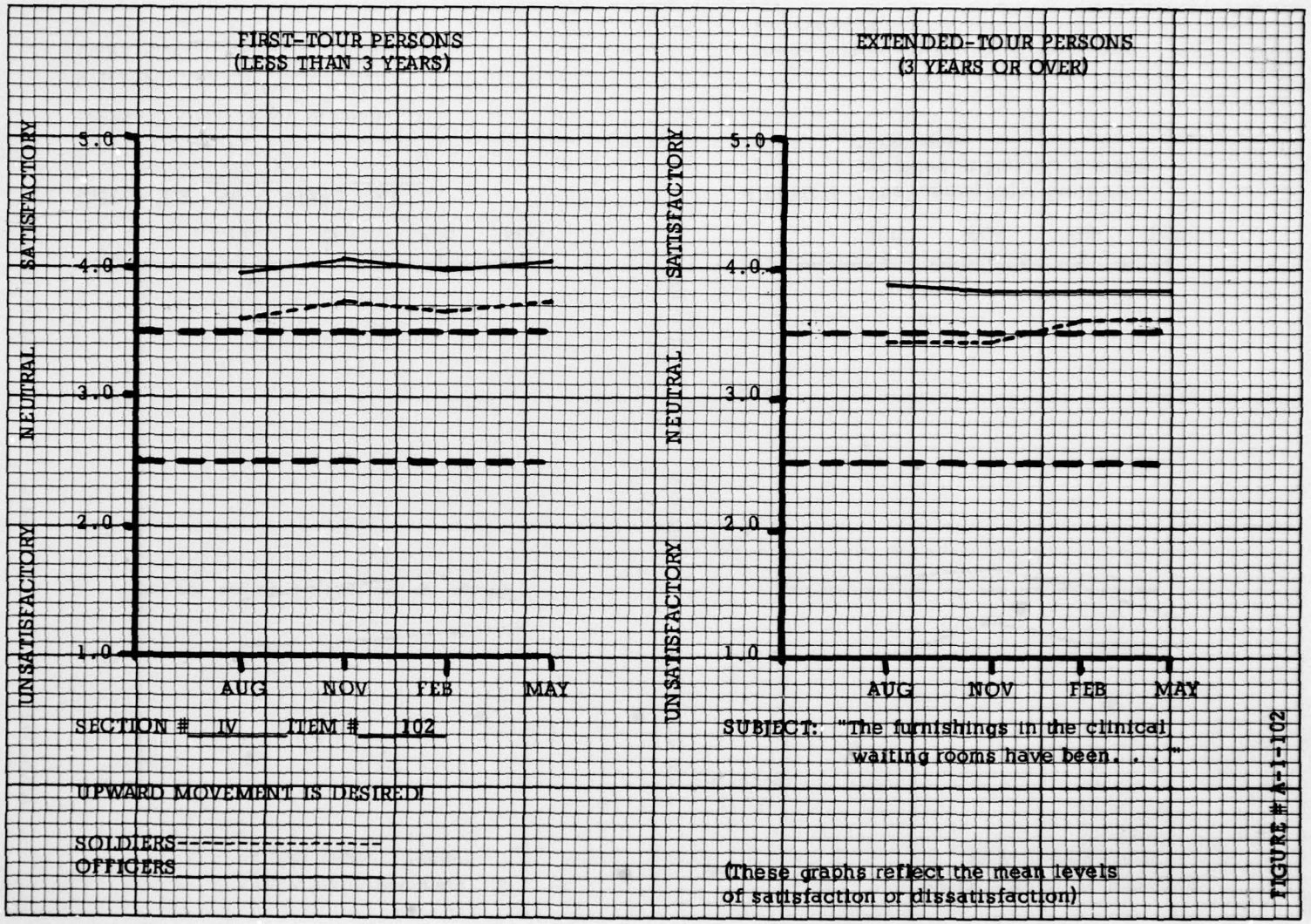


FIGURE #A-1-102

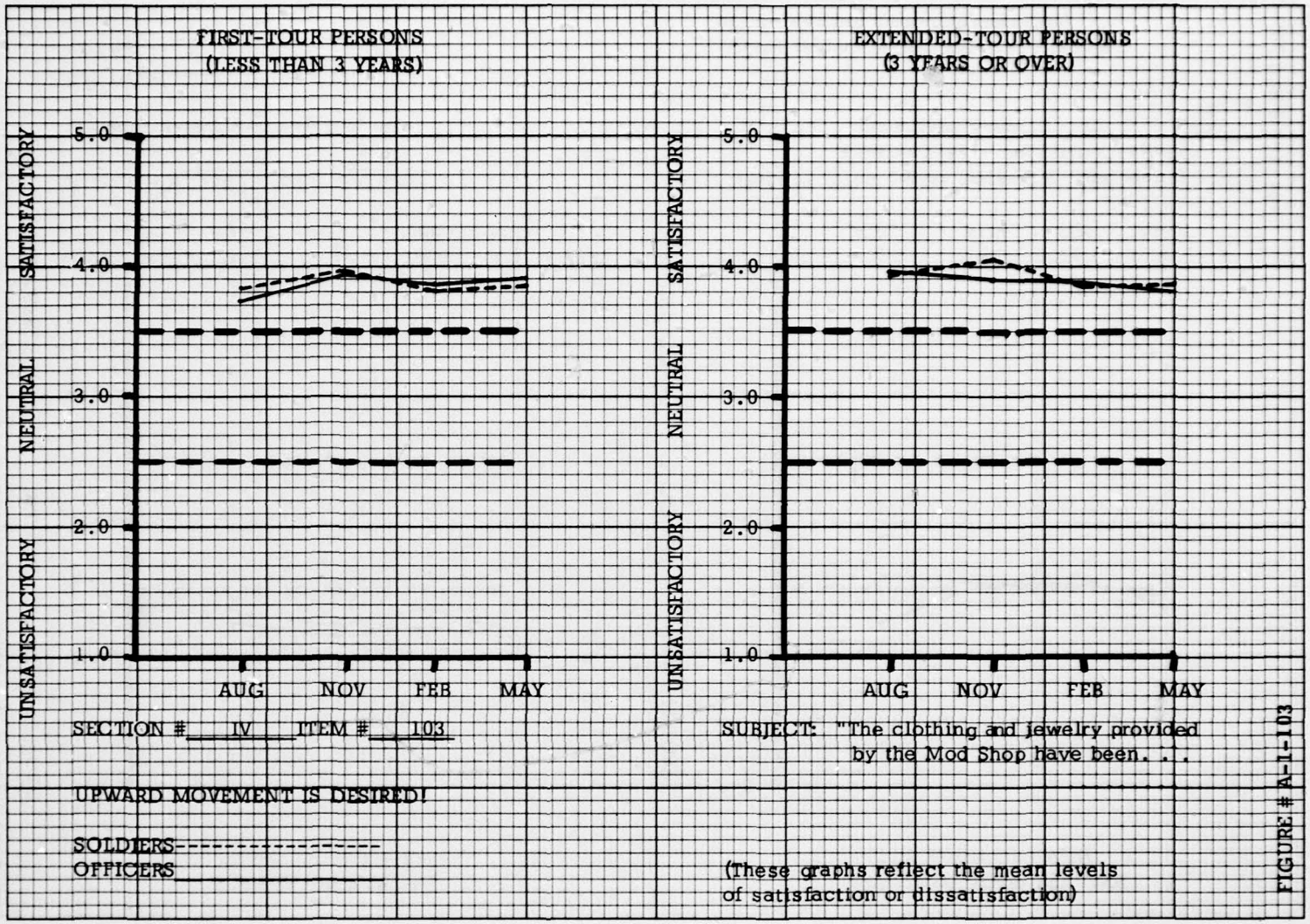


FIGURE # A-1-103

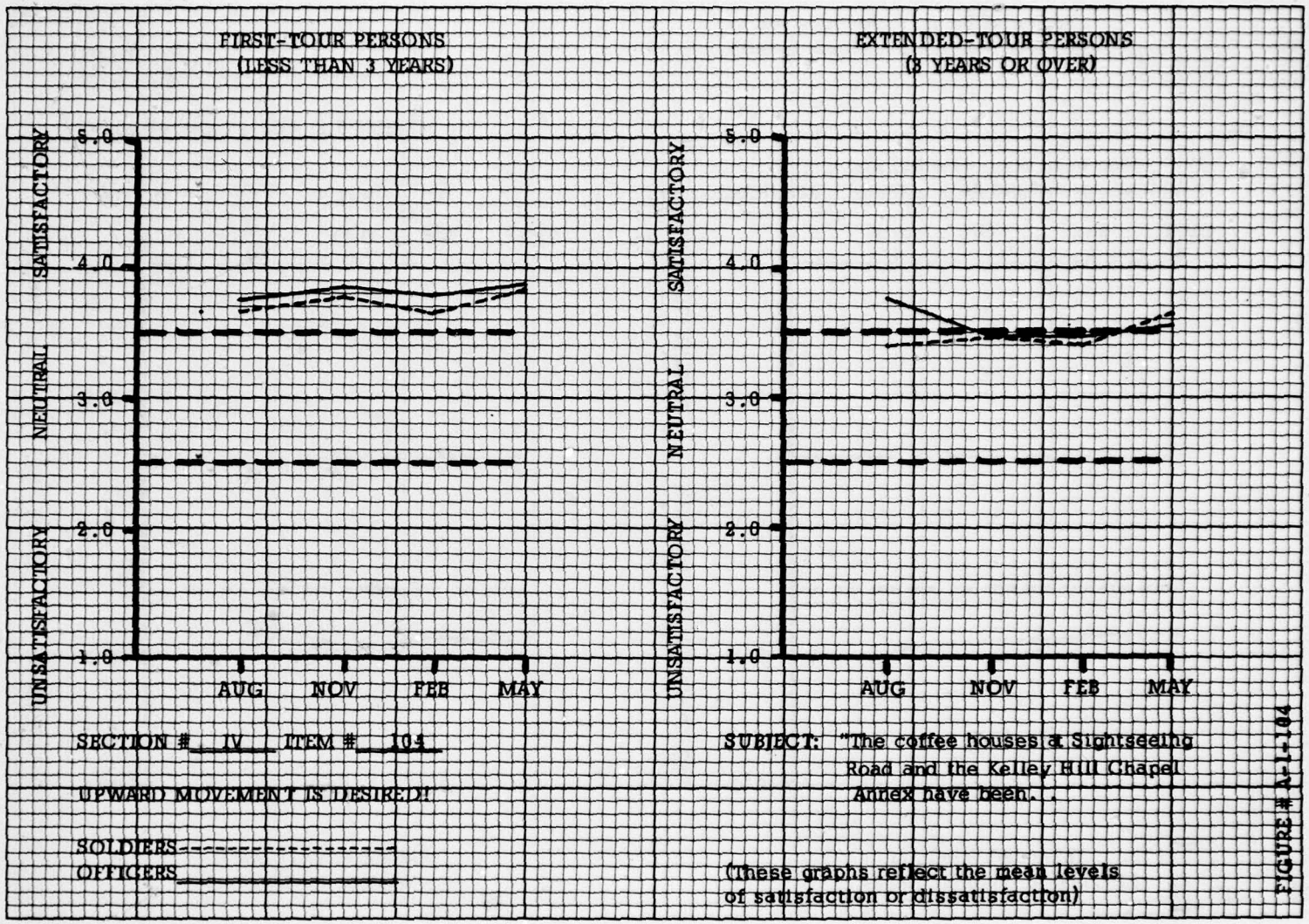


FIGURE # A-1-104

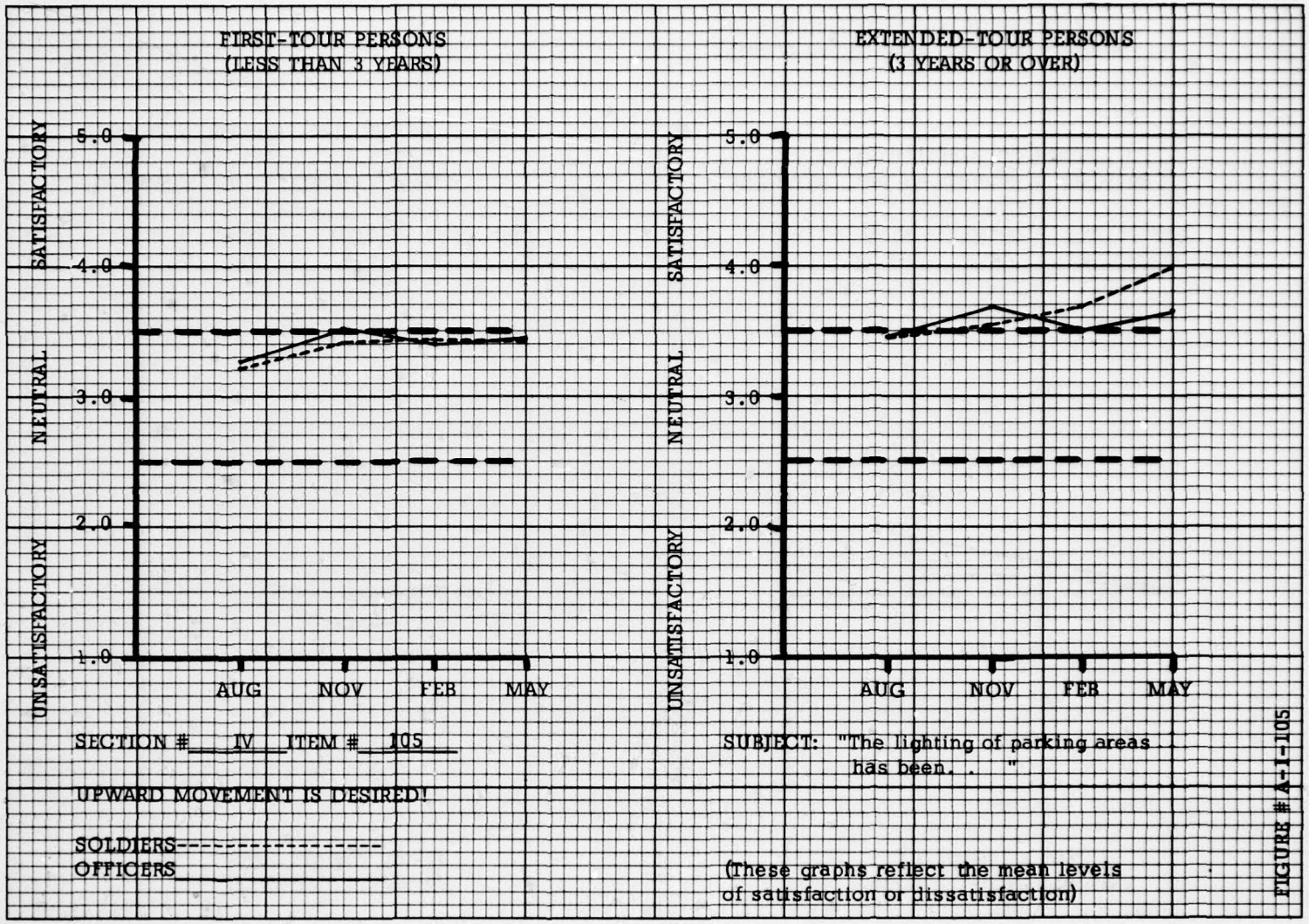


FIGURE # A-1-105

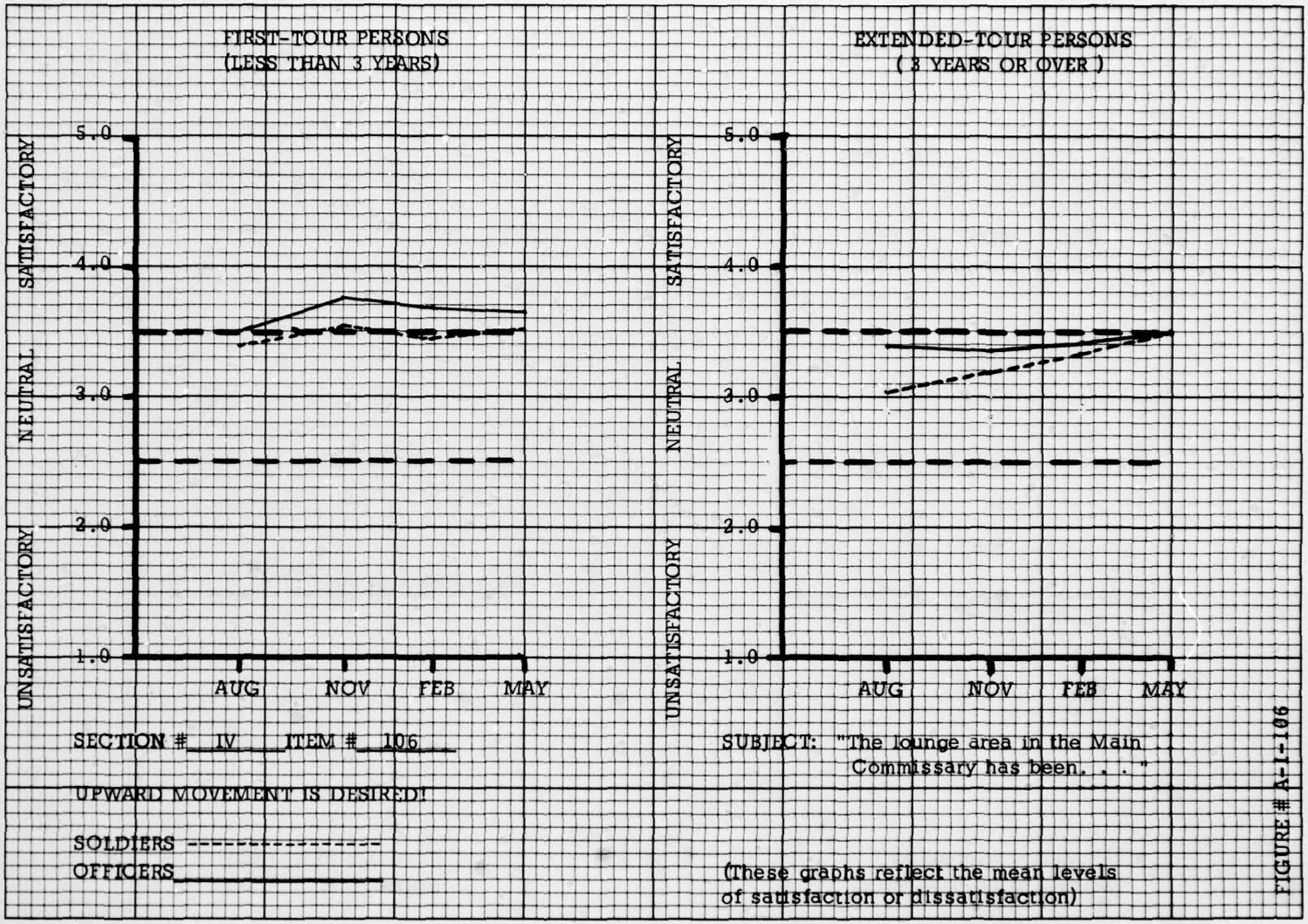


FIGURE # A-I-106

TAB B

FINAL EVALUATION REPORT, MODERN VOLUNTEER ARMY

EXPERIMENT -- JANUARY 1971 THROUGH JUNE 1972

FORT BENNING, GEORGIA

Preface

In addition to the Overall Scientific Evaluation of the Field Experiment of Project VOLAR at Fort Benning as reported herein (TAB A), during the course of the project, certain other specific areas of interest were undertaken as Special Studies. These include:

(a) A study into the perceived status of military discipline and good order as connected with the experiment. The report of findings for this study begins on page TAB B-2 .

(b) "In-depth" interviews of reenlisting and separating enlisted servicemen. The report of findings for this study begins on page TAB B-68.

(c) Structured interviews to measure the attitudes of military dependents. The report of findings for this study begins on page TAB B-154.

(d) Interviews of "career" and "separating" officer personnel. The report of findings for this study begins on page TAB B-197.

(e) In the interests of professionalism within the Infantry School's academic endeavors, a study of the Combined Arms Tactical Training Simulator. The report of findings for this study begins on page TAB B-233.

TAB B - Preface (cont'd)

In addition to the aforementioned extensive special studies, and in that the Unit-of-Choice Recruiting Program was underway within Fort Benning units for a goodly portion of the VOLAR experiment, another smaller study was undertaken (as reported within this preface) into the attitudes of the "Volunteers" of the 197th Infantry Brigade. The 197th Infantry Brigade began its recruiting program on 1 February 1971, the "Volunteers" of the Brigade were the subjects of this study.

As a matter of interest, between the period of February and December 1971, the 197th Infantry Brigade succeeded in recruiting sufficient "Volunteers" that all authorized combat arms position vacancies, for grades E4 and below, were filled before the end of 1971. Logically, the attitudes of these "Unit-of-Choice" products were of special interest, thus, during early February 1972, an effort was made to measure these attitudes. Some of the more interesting points of this limited study are as follows:

(a) A total of 261 "Volunteers" were surveyed.

(b) Sixty-six percent of the "Volunteers" studied were less than 20 years of age and another 31% were between 20 and 25 years old. Sixty-four percent of the group were white, while 33% were black.

(c) Thirty-three percent of the group were High School Graduates and some 12% reported having some college. Seventy-seven percent of these "Volunteers" were single, whereas, some 22% were married.

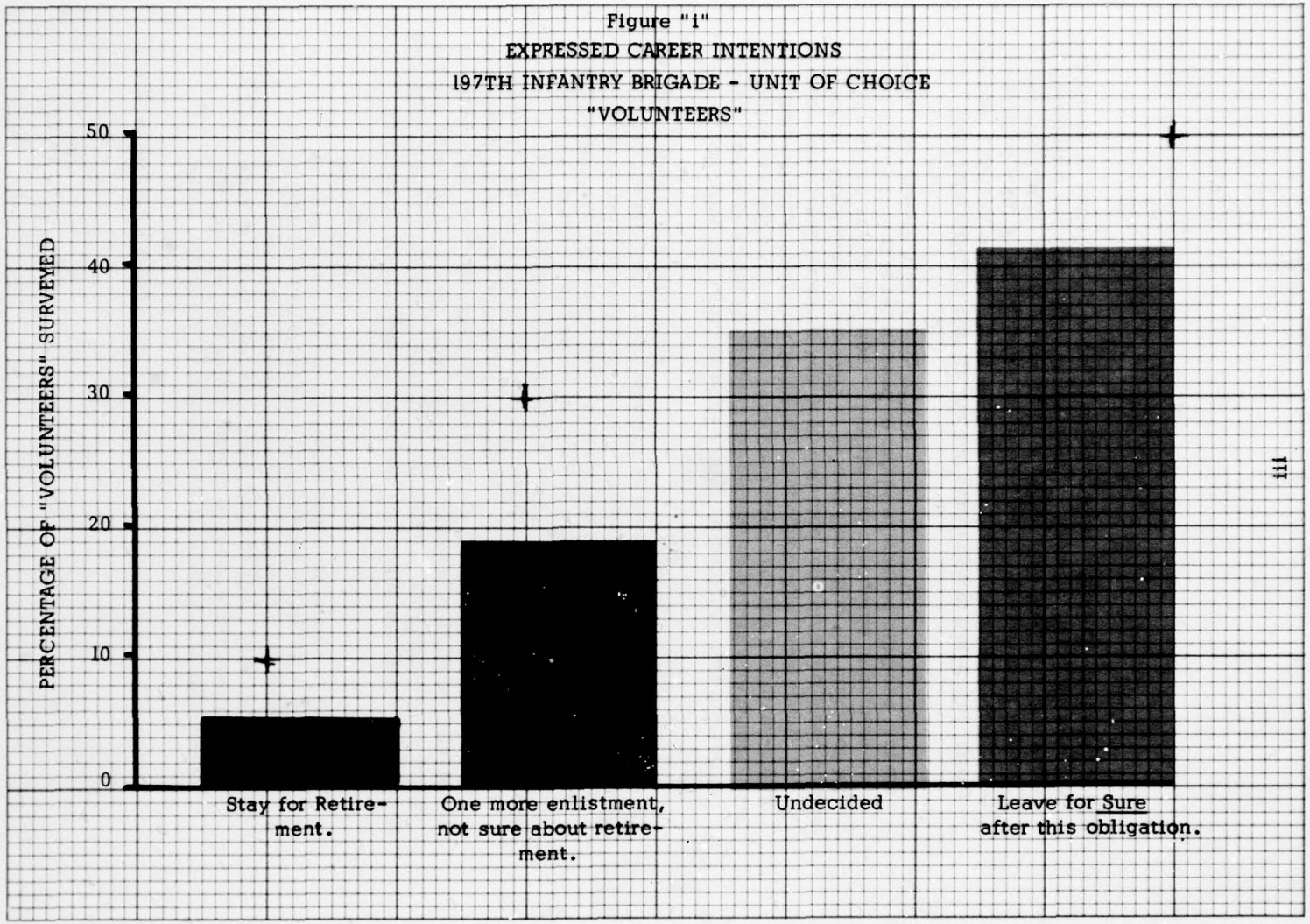
(d) When these "Volunteers" were asked to express their levels of satisfaction or dissatisfaction regarding specific VOLAR innovations, the results were logically quite neutral. For example, having never performed KP (other than in a training environment) with which to compare our project of civilianization of Kitchen Police, the results were inconclusive. Perhaps the most meaningful finding in this study was as indicated in Figure "i",

Figure "i"

EXPRESSED CAREER INTENTIONS

197TH INFANTRY BRIGADE - UNIT OF CHOICE

"VOLUNTEERS"



111

which reflect the expressed career intentions of this group. Possibly the best interpretation of these expressed intentions is the obvious receptive attitude that these "Volunteers" possessed upon entering the Army. The logical premium challenge is to capitalize on these favorable attitudes in order to retain the desirable and most worthy of these young soldiers.

As found in other studies, there are obviously two distinct groups of soldiers to which the Army needs to have appeal. One is the more stable soldier with mature career interests who is perhaps married or considering marriage. For example, the indicated 59% of these "Volunteers" who expressed intentions to remain in the Army, or are undecided about their intentions. On the other hand, the second group is a requisite "transient" group, usually unmarried who probably have less mature career interests than the first group. This group is likely a majority of the 41% of these "volunteers" who express a definite intention to leave the military upon completion of their current tour of duty. These soldiers are likely intent upon using the Army as a "springboard" or training to further possible civilian careers at a later time.

In following the Chief of Staff's original guidance that discipline and good order must not be jeopardized during the VOLAR experiment, four extensive special studies have been conducted into the perceived status of military discipline at Fort Benning. Throughout the experiment, an apparent emotional response has been detected regarding the broad general subject of "Discipline" (See PART I, "Views Regarding the Status of Military Discipline at Fort Benning). Morale and discipline indicators as shown in TAB C of this report tend to refute expressed opinions that discipline has deteriorated during VOLAR.

From interviews of reenlisting and separating enlisted men during the past eighteen months, it is evident that Project VOLAR is recognized by enlisted soldiers of all ranks as having had a very powerful impact on the desirability of Army service as a career (See PART II, "Analysis of Reenlisting and Separating Interviews"). Specific VOLAR actions that contribute to satisfying a young married soldier's feelings of responsibility

toward his family are found to be strong "distinguishers" between the reenlisting and separating groups of soldiers. It is found that satisfaction of "security" needs for young reenlistees is probably most important to them. Within this study, we find that a "key" point for both the reenlisting and separating groups of soldiers is that they enjoy what they are assigned to do and that the nature of what they are doing is useful to themselves and/or their organizations.

In the analysis of the dependents' attitudes toward the Army (See PART III, "Analysis of Dependents' Attitudes") it was found that the following actions have very large percentages of interviewees reporting that those specific items have "Some or Strong Influence to Stay" in the Army:

(a) Establishment of a Five-Day Work Week
(b) Compensatory Time off for Weekend or Holiday Work
(c) Expanded Operating Hours of the Post Exchange and Commissary
(d) Expansion of the Post Exchange Inventory to Include Major Appliances
(e) Improvement of Communications Up and Down the Military Chain of Command
(f) Adequacy of Pay
(g) Fairness of Promotion Policy
(h) Educational Programs
(i) Choice of Assignments
(j) Voice in Unit Policies

In the case of the career and separating officer study (See PART IV, "Analysis of Career and Separating Officers' Attitudes") we found that there is somewhat agreement between both groups regarding the following items as having an influence to stay in the Army: 1) Establishment of a Five-Day Work Week; 2) Adequacy of Pay; 3) Officer/NCO/Soldier Relations; and, 4) Educational Programs. On the other hand, the "career" officer group had relatively large percentages of respondees feeling that racial and drug problems were an influence to leave the service, while the separating officer group cited promotion policy, choice of assignments, voice in unit policies, last commander or supervisor, as well as drug and racial problems as influences to leave.

TAB B - Preface (cont'd)

Perhaps a central theme as pertains to each of the "structured interview" studies (Re-up/ETS Enlisted, Dependents, and Officers) are the responses obtained to the following questions:

(a) "How has life been at Fort Benning since Project VOLAR?"

	Little or Lot Less Irritating	No Change in Irritation	More Irritating
First-Term Reenlistees	80%	16%	5%
First-Term Separatees	72%	18%	10%
Career Reenlistees	64%	19%	17%
First-Term Enlisted Dependents	62%	28%	5%
Extended Enlisted Dependents	54%	31%	11%
First-Term Officer Dependents	46%	36%	5%
Extended Officer Dependents	43%	40%	11%
Career Officers	55%	38%	7%
Separating Officers	58%	28%	14%

(b) "How do you feel that Project VOLAR, after fully implemented, will affect the Army?"

	Much or a Little Better as a Career	No Change	Worse as a Career
First-Term Reenlistees	94%	5%	1%
First-Term Separatees	81%	11%	8%
Career Reenlistees	88%	4%	8%
First-Term Enlisted Dependents	55%	29%	3%
Extended Enlisted Dependents	56%	29%	12%
First-Term Officer Dependents	60%	29%	5%
Extended Officer Dependents	55%	31%	12%
Career Officers	80%	14%	6%
Separating Officers	76%	11%	13%

The study of the Combined Arms Tactical Training Simulator was to evaluate the effectiveness of the CATTS system developed under Project VOLAR, determine whether it has upgraded the effectiveness of the Infantry School as an educational institution and examine its relationship to the

TAB B - Preface (cont'd)

VOLAR objective of increased professionalism. (See PART V, "Evaluation of the Combined Arms Tactical Training Simulator"). The study concludes that the CATTS system is more effective than the pre-VOLAR system in achieving the training objectives; there is a significant increase in the student's confidence in his ability to perform the job after training on the CATTS system; compared with other methods of instruction, CATTS is more effective, interesting and elicited greater personal involvement in the training experience than any other method of instruction used at the Infantry School; compared with other supporting strategies, CATTS was more effective, interesting and elicited greater personal involvement than any other supporting strategy used at the Infantry School; the CATTS instruction developed under VOLAR is found to increase the professional competence of the students; and, thus, through an increase in professional competence, CATTS is viewed as contributing to the VOLAR objective of improving attitudes toward the Army and enhancing career intentions.

5 PARTS
as

ROBERT G. NIVENS
Captain, Infantry
Chief, Evaluation Element

TAB B

SPECIAL STUDIES

PART I

Views Regarding the Status of Military Discipline at Fort Benning

DEPARTMENT OF THE ARMY
HEADQUARTERS UNITED STATES ARMY INFANTRY CENTER
FORT BENNING, GEORGIA 31905

AJIVA 18 June 1972

MEMORANDUM FOR: LIEUTENANT COLONEL DOCTOR

SUBJECT: Views Regarding the Status of Military Discipline at Fort Benning

1. Opinions regarding the perceived status of military discipline throughout Fort Benning have been measured using similar techniques and instruments on four occasions: During the period 25-26 May 1971, Opinion Questionnaire VIII was administered to the same sample of military personnel (approximately 500) assembled for administration of the HumRRO/SAMVA Evaluation Questionnaire; from 15 to 19 November 1971, a similar instrument was administered to a like sample (Opinion Questionnaire XI); Opinion Questionnaire XIII was administered during 22-25 February 1972; and, the final investigation (Opinion Questionnaire XIV), reported herein, was administered during the period 12-16 June 1972. A copy of the questionnaire is attached at Inclosure #1.

2. The following grade groups of personnel were treated separately in these analyses: E1-E4, E5, E6, E7-E9 and officers. These Opinion Questionnaires were administered to a stratified random sample of the total post population numbering approximately 860 officers and 2850 soldiers.

3. In response to the question requiring an indication of length of service at Fort Benning (Question #2, Opinion Questionnaire XIV), the following results were obtained:

	E1-4	E5	E6	E7-9	Officers
Prior to 31 May 1971	9.5%	19.9%	48.7%	39.5%	43.9%
Apr, May, Jun 1971	18.2%	15.2%	7.7%	19.8%	6.1%
Jul, Aug, Sep 1971	14.2%	9.3%	16.7%	16.0%	11.2%
After 1 Oct 1971	58.2%	55.6%	26.9%	25.7%	38.8%

AJIVA 18 June 1972
SUBJECT: Views Regarding the Status of Military Discipline at Fort Benning

4. The following are analyses of specific points of interest:

a. Question #1: Soldiers' Attitude Toward NCOs. The responses to the post-wide random sample to this question were as follows:

		1.0 MUCH BETTER	2.0 SOMEWHAT BETTER	3.0 NOT CHANGED	4.0 SOMEWHAT WORSE	5.0 MUCH WORSE	Average Rating
E1-4	May	8%	37%	41%	10%	4%	2.65
	Nov	11%	45%	30%	10%	4%	2.51
	Feb	12%	46%	29%	10%	4%	2.47
	Jun	16%	36%	38%	8%	2%	2.44
E5	May	4%	30%	42%	14%	11%	3.01
	Nov	8%	41%	27%	19%	5%	2.73
	Feb	10%	35%	30%	17%	8%	2.78
	Jun	7%	35%	37%	15%	5%	2.73
E6	May	10%	12%	24%	39%	15%	3.37
	Nov	8%	25%	19%	34%	14%	3.21
	Feb	9%	28%	21%	30%	13%	3.11
	Jun	13%	23%	23%	25%	16%	3.08
E7-9	May	0	6%	26%	53%	15%	3.77
	Nov	7%	29%	22%	30%	13%	3.12
	Feb	6%	32%	20%	30%	12%	3.10
	Jun	5%	25%	36%	26%	7%	3.02
Off	May	0	24%	42%	29%	5%	3.15
	Nov	1%	30%	44%	19%	4%	2.95
	Feb	2%	33%	42%	19%	4%	2.89
	Jun	4%	29%	47%	16%	4%	2.87

Responses to this question reflect continuous positive or favorable changes over the period of the study. The broadest favorable change for all grade groups is found in the senior NCO group's average rating - from 3.77 in May 1971 to 3.02 in May 1972, or from near "Somewhat Worse" to very near "Not Changed".

b. Question #2: Soldiers' Attitude Toward Officers. The responses to the post-wide random sample to this question were as follows:

		1.0 MUCH BETTER	2.0 SOMEWHAT BETTER	3.0 NOT CHANGED	4.0 SOMEWHAT WORSE	5.0 MUCH WORSE	Average Rating
E1-4	May	6%	30%	49%	11%	3%	2.72
	Nov	10%	39%	34%	12%	5%	2.63
	Feb	14%	40%	31%	11%	5%	2.53
	Jun	11%	36%	39%	9%	5%	2.61
E5	May	4%	27%	47%	15%	7%	2.94
	Nov	8%	34%	33%	18%	7%	2.82
	Feb	12%	35%	29%	18%	7%	2.72
	Jun	5%	33%	43%	12%	5%	2.73
E6	May	10%	14%	25%	38%	14%	3.35
	Nov	5%	27%	22%	29%	17%	3.25
	Feb	4%	29%	28%	27%	13%	3.15
	Jun	9%	27%	32%	23%	8%	2.91
E7-9	May	0	6%	21%	62%	12%	3.83
	Nov	9%	24%	23%	30%	14%	3.14
	Feb	9%	27%	25%	28%	11%	3.06
	Jun	9%	20%	37%	27%	6%	2.98
Off	May	0	20%	49%	22%	10%	3.25
	Nov	2%	30%	39%	23%	5%	2.99
	Feb	3%	32%	37%	22%	6%	2.97
	Jun	5%	29%	42%	18%	5%	2.86

As was the case with the previous item, the senior NCO group showed the most pronounced continuously positive favorable change over time (.85 degrees). However, there are generally favorable opinions observable over the measured thirteen months for all grade groups.

c. Question #3: NCOs' Attitude Toward Soldiers. The responses to the post-wide random sample to this question were as follows:

		MUCH BETTER	SOMEWHAT BETTER	NOT CHANGED	SOMEWHAT WORSE	MUCH WORSE	Average Rating
E1-4	May	7%	32%	40%	14%	7%	2.82
	Nov	8%	41%	30%	15%	6%	2.71
	Feb	9%	37%	36%	13%	5%	2.67
	Jun	14%	37%	33%	12%	4%	2.55
E5	May	4%	33%	41%	14%	8%	2.87
	Nov	10%	33%	34%	21%	3%	2.75
	Feb	9%	41%	32%	16%	3%	2.62
	Jun	12%	27%	46%	14%	0	2.60
E6	May	10%	19%	49%	19%	3%	2.86
	Nov	10%	37%	17%	26%	10%	2.89
	Feb	8%	39%	31%	17%	5%	2.72
	Jun	18%	29%	31%	21%	1%	2.58
E7-9	May	6%	21%	35%	29%	9%	3.14
	Nov	11%	31%	31%	24%	4%	2.79
	Feb	11%	35%	29%	19%	6%	2.73
	Jun	12%	30%	41%	14%	4%	2.71
Off	May	0	34%	37%	24%	5%	3.00
	Nov	3%	27%	40%	28%	2%	3.00
	Feb	3%	32%	40%	22%	4%	2.92
	Jun	8%	26%	43%	20%	3%	2.84

Opinions regarding this item generally show constant favorable change throughout the period of the surveys. Again, the widest, most favorable change (.43 degrees) is seen in the senior NCO group.

d. Question #4: Officers' Attitude Toward Soldiers. The responses to the post-wide random sample to this question were as follows:

		1.0 MUCH BETTER	2.0 SOMEWHAT BETTER	3.0 NOT CHANGED	4.0 SOMEWHAT WORSE	5.0 MUCH WORSE	Average Rating
E1-4	May	6%	35%	41%	10%	8%	2.79
	Nov	10%	42%	32%	12%	4%	2.58
	Feb	11%	39%	37%	9%	5%	2.58
	Jun	11%	39%	37%	8%	5%	2.57
E5	May	5%	32%	48%	5%	11%	2.88
	Nov	9%	39%	34%	15%	4%	2.66
	Feb	10%	42%	32%	14%	2%	2.65
	Jun	7%	35%	45%	9%	3%	2.63
E6	May	10%	21%	42%	25%	3%	2.93
	Nov	10%	33%	27%	24%	6%	2.82
	Feb	8%	37%	30%	19%	7%	2.80
	Jun	14%	23%	42%	17%	4%	2.74
E7-9	May	6%	24%	38%	29%	3%	2.99
	Nov	15%	32%	36%	14%	3%	2.56
	Feb	8%	40%	29%	16%	6%	2.72
	Jun	10%	29%	44%	11%	6%	2.74
Off	May	0	34%	56%	10%	0	2.76
	Nov	7%	36%	39%	16%	2%	2.72
	Feb	8%	38%	37%	15%	3%	2.66
	Jun	8%	35%	43%	12%	1%	2.60

Responses in connection with this item have very small ranges of change over the entire four surveys and all average ratings for each of the five grade groups have consistently been on the favorable end of the scale.

e. Question #5: Soldiers' Willingness to Follow Directives from NCOs. The responses to the post-wide random sample to this question were as follows:

		1.0 MUCH BETTER	2.0 SOMEWHAT BETTER	3.0 NOT CHANGED	4.0 SOMEWHAT WORSE	5.0 MUCH WORSE	Average Rating
E1-4	May	9%	32%	45%	10%	4%	2.68
	Nov	11%	40%	29%	16%	5%	2.62
	Feb	11%	37%	31%	15%	6%	2.68
	Jun	11%	32%	43%	12%	2%	2.62
E5	May	2%	25%	38%	22%	13%	3.19
	Nov	4%	32%	33%	20%	11%	3.01
	Feb	4%	35%	30%	21%	10%	2.99
	Jun	3%	26%	42%	20%	9%	3.06
E6	May	4%	12%	22%	44%	17%	3.55
	Nov	5%	20%	23%	32%	21%	3.44
	Feb	9%	22%	22%	35%	13%	3.20
	Jun	6%	23%	30%	24%	16%	3.18
E7-9	May	0	6%	24%	56%	15%	3.82
	Nov	6%	20%	22%	39%	14%	3.33
	Feb	8%	21%	23%	30%	18%	3.27
	Jun	6%	20%	29%	32%	12%	3.21
Off	May	5%	12%	34%	44%	5%	3.27
	Nov	2%	21%	41%	30%	5%	3.14
	Feb	2%	23%	44%	27%	4%	3.08
	Jun	6%	25%	46%	19%	4%	2.90

Opinions regarding this item, as well as the next few questions, reveal a marked disparity between the lower grade respondees and the more senior grades. Nevertheless, there are rather pronounced favorable changes for all grade groups when May 1971 is compared to June 1972. The most pronounced favorable changes are again noted in the senior NCO group with a .61 degree of favorable change noted.

f. Question #6: Soldiers' Willingness to Follow Directives from Officers. The responses to the post-wide random sample to this question were as follows:

		1.0 MUCH BETTER	2.0 SOMEWHAT BETTER	3.0 NOT CHANGED	4.0 SOMEWHAT WORSE	5.0 MUCH WORSE	Average Rating
E1-4	May	10%	30%	46%	10%	5%	2.73
	Nov	11%	40%	33%	11%	5%	2.58
	Feb	14%	40%	30%	13%	5%	2.61
	Jun	12%	32%	44%	8%	3%	2.55
E5	May	2%	21%	52%	19%	6%	2.86
	Nov	6%	31%	40%	16%	8%	2.89
	Feb	6%	33%	32%	21%	8%	2.91
	Jun	3%	33%	41%	17%	6%	2.90
E6	May	6%	8%	38%	39%	10%	3.42
	Nov	4%	23%	21%	38%	15%	3.37
	Feb	10%	21%	26%	31%	12%	3.14
	Jun	8%	14%	42%	26%	10%	3.16
E7-9	May	0	6%	24%	62%	9%	3.77
	Nov	5%	23%	29%	31%	12%	3.22
	Feb	7%	26%	23%	29%	15%	3.12
	Jun	7%	21%	31%	30%	10%	3.12
Off	May	5%	15%	56%	22%	2%	3.01
	Nov	3%	24%	40%	28%	5%	3.08
	Feb	3%	23%	46%	22%	6%	3.04
	Jun	7%	27%	44%	19%	4%	2.89

Similar to the preceeding item, there is a disparity between the opinions of lower grade soldiers versus the more senior grade soldiers. Again, the most pronounced favorable change is among the senior NCO groups with a .65 degree of change. It should be noted that responses regarding "Soldiers' Willingness to Follow Directives from Officers" have an overall more favorable rating for all groups than the expressed opinions regarding "Soldiers' Willingness to Follow Directives from NCOs", (Question #5).

g. Question #7. Soldiers' Willingness to Follow Unit Directives. The responses to the post-wide random sample to this question were as follows:

		1.0 MUCH BETTER	2.0 SOMEWHAT BETTER	3.0 NOT CHANGED	4.0 SOMEWHAT WORSE	5.0 MUCH WORSE	Average Rating
E1-4	May	7%	30%	48%	10%	5%	2.76
	Nov	9%	41%	35%	10%	5%	2.61
	Feb	12%	37%	35%	13%	3%	2.58
	Jun	11%	31%	45%	8%	4%	2.60
E5	May	2%	18%	54%	21%	5%	3.09
	Nov	6%	28%	43%	15%	8%	2.91
	Feb	7%	34%	33%	20%	7%	2.87
	Jun	5%	29%	43%	18%	5%	2.87
E6	May	8%	11%	35%	36%	10%	3.29
	Nov	4%	22%	26%	33%	15%	3.33
	Feb	5%	26%	26%	33%	11%	3.19
	Jun	9%	18%	36%	27%	9%	3.06
E7-9	May	0	3%	29%	56%	12%	3.77
	Nov	5%	23%	29%	32%	10%	3.18
	Feb	4%	20%	27%	34%	16%	3.38
	Jun	6%	14%	25%	41%	14%	3.43
Off	May	2%	22%	44%	27%	5%	3.11
	Nov	3%	17%	48%	27%	6%	3.15
	Feb	2%	19%	50%	24%	4%	3.07
	Jun	4%	25%	46%	20%	5%	2.97

With the exception of the erratic pattern of responses by the senior NCO group, there are rather consistant positive or favorable changes for all groups over time. However, the senior NCOs again show the widest range of favorable change over the thirteen months. (From 3.77 in May 1971 to 3.43 in June 1972).

h. Question #8. Soldiers' Willingness to Keep Up Their Own Appearance. The responses to the post-wide random sample to this question were as follows:

		1.0 MUCH BETTER	2.0 SOMEWHAT BETTER	3.0 NOT CHANGED	4.0 SOMEWHAT WORSE	5.0 MUCH WORSE	Average Rating
E1-4	May	17%	35%	36%	8%	5%	2.52
	Nov	19%	40%	26%	11%	4%	2.42
	Feb	17%	40%	25%	15%	3%	2.45
	Jun	12%	37%	34%	12%	5%	2.61
E5	May	8%	22%	36%	22%	11%	3.03
	Nov	8%	31%	24%	27%	11%	3.02
	Feb	8%	32%	22%	27%	11%	3.02
	Jun	12%	28%	30%	21%	9%	2.87
E6	May	7%	11%	25%	22%	35%	3.67
	Nov	6%	12%	19%	33%	30%	3.71
	Feb	6%	20%	17%	28%	29%	3.53
	Jun	3%	18%	17%	45%	17%	3.55
E7-9	May	0	6%	15%	35%	44%	4.17
	Nov	3%	13%	14%	36%	35%	3.88
	Feb	4%	14%	14%	33%	35%	3.82
	Jun	2%	11%	21%	45%	20%	3.67
Off	May	2%	17%	29%	34%	17%	3.44
	Nov	2%	11%	29%	36%	22%	3.65
	Feb	2%	14%	27%	38%	20%	3.58
	Jun	3%	18%	31%	34%	14%	3.38

In this table one of the more pronounced disagreements in opinions is observable. The younger soldiers (E1-E4 and E5) think much more highly of their personal appearance than do the senior NCOs and officers. Still, there is obvious favorable change in all groups over time even though most groups do express erratic opinions. As in most other items, the senior NCOs again reflect the widest range of favorable change over time.

AJIVA 18 June 1972
SUBJECT: Views Regarding the Status of Military Discipline at Fort Benning

1. Question #9. Soldiers' Willingness to Keep Their Living Area Clean. The responses to the post-wide random sample to this question were as follows:

		1.0 MUCH BETTER	2.0 SOMEWHAT BETTER	3.0 NOT CHANGED	4.0 SOMEWHAT WORSE	5.0 MUCH WORSE	Average Rating
E1-4	May	20%	33%	34%	9%	4%	2.49
	Nov	21%	44%	24%	7%	4%	2.28
	Feb	17%	45%	25%	10%	3%	2.38
	Jun	16%	38%	34%	8%	4%	2.46
E5	May	6%	24%	46%	14%	11%	3.03
	Nov	10%	37%	30%	16%	8%	2.75
	Feb	10%	35%	26%	21%	9%	2.83
	Jun	14%	26%	32%	19%	9%	2.83
E6	May	10%	10%	32%	26%	22%	3.42
	Nov	7%	19%	27%	27%	22%	3.37
	Feb	5%	25%	23%	23%	23%	3.35
	Jun	6%	19%	25%	36%	13%	3.28
E7-9	May	3%	6%	32%	29%	29%	3.72
	Nov	5%	20%	25%	31%	19%	3.40
	Feb	6%	8%	31%	30%	26%	3.62
	Jun	5%	19%	26%	30%	20%	3.41
Off	May	0	37%	51%	5%	7%	2.82
	Nov	3%	23%	49%	17%	8%	3.03
	Feb	3%	20%	50%	21%	6%	3.06
	Jun	5%	19%	52%	16%	8%	3.03

Except in the case of the officer group, each of the grade groups again show generally favorable change over time in their opinions regarding soldiers' living areas. The officer group, on the other hand, shows a .21 degree negative change when May 1971 is compared to June 1972. However, these ratings are very near the midpoint or "Not Changed" area of the scale. Again, the widest favorable change is seen in the senior NCO group.

AJIVA 18 June 1972
SUBJECT: Views Regarding the Status of Military Discipline at Fort Benning

j. Question #10: Soldiers' Performance of Their Regular Duties. The response to the post-wide random sample to this question were as follows:

		1.0 MUCH BETTER	2.0 SOMEWHAT BETTER	3.0 NOT CHANGED	4.0 SOMEWHAT WORSE	5.0 MUCH WORSE	Average Rating
E1-4	May	18%	35%	38%	7%	2%	2.40
	Nov	18%	45%	28%	7%	2%	2.30
	Feb	18%	45%	27%	8%	2%	2.31
	Jun	14%	44%	36%	5%	2%	2.40
E5	May	9%	34%	40%	7%	9%	2.70
	Nov	8%	43%	33%	11%	5%	2.60
	Feb	6%	41%	31%	18%	4%	2.71
	Jun	11%	33%	43%	12%	1%	2.59
E6	May	10%	17%	44%	24%	6%	3.02
	Nov	6%	27%	37%	22%	8%	2.98
	Feb	8%	33%	30%	20%	10%	2.91
	Jun	8%	26%	30%	31%	5%	2.99
E7-9	May	3%	15%	29%	44%	9%	3.41
	Nov	7%	27%	31%	27%	8%	3.02
	Feb	6%	19%	41%	26%	8%	3.12
	Jun	6%	27%	39%	22%	5%	2.90
Off	May	7%	27%	44%	17%	5%	2.86
	Nov	4%	25%	50%	18%	2%	2.89
	Feb	3%	29%	51%	16%	1%	2.84
	Jun	5%	26%	55%	11%	3%	2.81

Opinions regarding "Soldiers' Performance of their Regular Duties" are particularly noteworthy. With the exception of the E7-E9 group in May 1971, all average ratings are very near "Not Changed" or leftward toward "Somewhat Better". The .51 degree of favorable change in average ratings for the senior NCO group is especially noticeable.

k. Question #11: Soldiers' Willingness to Maintain the Army's Standard of Conduct. The responses to the post-wide random sample to this question were as follows:

		1.0 MUCH BETTER	2.0 SOMEWHAT BETTER	3.0 NOT CHANGED	4.0 SOMEWHAT WORSE	5.0 MUCH WORSE	Average Rating
E1-4	May	9%	30%	46%	8%	6%	2.69
	Nov	14%	35%	35%	11%	4%	2.56
	Feb	12%	36%	36%	13%	4%	2.51
	Jun	9%	37%	42%	9%	3%	2.60
E5	May	4%	20%	51%	15%	11%	3.12
	Nov	7%	32%	32%	23%	6%	2.89
	Feb	5%	26%	35%	24%	10%	3.07
	Jun	7%	28%	40%	20%	5%	2.88
E6	May	8%	7%	26%	42%	17%	3.53
	Nov	5%	11%	28%	40%	17%	3.52
	Feb	3%	21%	30%	32%	14%	3.32
	Jun	6%	17%	29%	39%	8%	3.23
E7-9	May	3%	6%	12%	59%	21%	3.92
	Nov	1%	22%	16%	37%	24%	3.62
	Feb	1%	17%	22%	39%	21%	3.62
	Jun	6%	11%	34%	36%	12%	3.34
Off	May	5%	7%	49%	34%	5%	3.61
	Nov	1%	16%	43%	31%	8%	3.28
	Feb	3%	17%	44%	28%	7%	3.19
	Jun	4%	18%	51%	20%	6%	3.03

As was the case for opinions regarding soldiers' appearance and the final item "Observances of Military Courtesy", there is a large observable disagreement between the views of lower grade soldiers and senior soldiers toward this subject. Generally, there are rather consistent favorable changes for grade groups E6 and above, with the lower grades showing somewhat erratic patterns.

AJIVA 18 June 1972

SUBJECT: Views Regarding the Status of Military Discipline at Fort Benning

1. Question #12: Observance of Military Courtesy. The responses of the post-wide random sample to this question were as follows:

		1.0 MUCH BETTER	2.0 SOMEWHAT BETTER	3.0 NOT CHANGED	4.0 SOMEWHAT WORSE	5.0 MUCH WORSE	Average Rating
E1-4	May	9%	27%	47%	13%	4%	2.76
	Nov	14%	33%	35%	14%	5%	2.62
	Feb	12%	34%	33%	17%	4%	2.68
	Jun	11%	29%	44%	12%	4%	2.69
E5	May	5%	12%	49%	25%	9%	3.21
	Nov	7%	26%	28%	29%	10%	3.08
	Feb	5%	22%	31%	29%	13%	3.22
	Jun	8%	23%	40%	20%	7%	2.89
E6	May	3%	11%	19%	39%	28%	3.78
	Nov	5%	10%	18%	38%	29%	3.77
	Feb	5%	13%	30%	33%	20%	3.51
	Jun	5%	12%	17%	47%	19%	3.63
E7-9	May	0	3%	18%	38%	41%	4.17
	Nov	4%	11%	14%	38%	34%	3.88
	Feb	3%	9%	19%	40%	30%	3.94
	Jun	5%	9%	20%	45%	21%	3.68
Off	May	0	15%	17%	49%	20%	3.77
	Nov	1%	12%	26%	36%	25%	3.70
	Feb	3%	14%	25%	33%	25%	3.64
	Jun	4%	13%	38%	30%	15%	3.39

Although generally favorable changes are seen over time, "Observances of Military Courtesy" received the least favorable ratings of all the twelve items. This is especially true for the E6, E7-E9 and officer groups. Especially noteworthy is the .49 degree of favorable change in average ratings for the senior NCO group as well as a .38 degree change in the officers' ratings.

AJIVA 18 June 1972
SUBJECT: Views Regarding the Status of Military Discipline at Fort Benning

5. In addition to the preceeding twelve indicators of the perceived status of military discipline, three additional direct questions were asked of the survey sample to ascertain specific opinions regarding these three subjects.

A. "Do you feel that Military Leadership has improved in the past year at Fort Benning?"

	YES	NO
E1-4	69.1%	30.9%
E5	68.5%	31.5%
E6	59.2%	40.8%
E7-9	54.4%	45.6%
Officers	70.7%	29.3%

B. "Do you feel that communications up and down the chain of command have improved in the past year at Fort Benning?

	YES	NO
E1-4	71.1%	28.9%
E5	72.0%	28.0%
E6	65.8%	34.2%
E7-9	59.7%	40.3%
Officers	73.9%	26.1%

C. "Do you feel that there has been an increase in discipline problems in the past year at Fort Benning?"

	YES	NO
E1-4	23.1%	76.9%
E5	25.5%	74.5%
E6	42.9%	57.1%
E7-9	28.6%	71.4%
Officers	27.5%	72.5%

AJIVA 18 June 1972

SUBJECT: Views Regarding the Status of Military Discipline at Fort Benning

With the exception of the E6 group in the preceeding third question, approximately three-quarters of the total sample surveyed expressed an opinion that discipline problems have not increased in the past year; an approximate average of some 69% feel as though communications up and down the Chain of Command have improved; and an approximate average of 64% feel as though military leadership has improved. The following table are the results for May and November 1971 and February and June 1972 to the question, "Do you feel that there has been an increase in discipline problems in the past year at Fort Benning?"

	YES				NO			
	MAY	NOV	FEB	JUN	MAY	NOV	FEB	JUN
E1-4	13%	21%	25%	23%	87%	79%	75%	77%
E5	18%	36%	29%	25%	82%	64%	71%	75%
E6	36%	59%	31%	43%	64%	41%	69%	57%
E7-9	44%	45%	53%	29%	56%	55%	47%	71%
Off	46%	42%	35%	27%	54%	58%	65%	73%

SUMMARY: Throughout the period of the VOLAR experiment at Fort Benning, an apparent emotional response has been detected regarding the broad general subject of "Discipline". Consistently, morale or discipline indicators have been closely monitored, and the responses to the twelve initial questions in these studies tend to indicate that military discipline and order have not suffered. As in the case of the responses indicated in the above question, individual subjective opinions have often and, in this specific case, rather insistently, accessed the status of discipline as having declined. Quite likely, many variables affecting today's Army and specifically the interpersonal relationships of senior NCOs and the young soldiers who are deeply influenced by today's young society, precipitate what appears to be the emotional responses to a question of this type by the NCOs. In fact, certain of these extraneous variables may do more to generate apprehension within the Non-Commissioned Officer ranks and thus, create an overly critical response when discipline is questioned. Perhaps certain of the respondees who criticize the status of military discipline do not fully understand the term or isolate and use only one indicator of discipline and generalize its meaning. As reported herein, as well as in the previous "Discipline" studies, the perceived deterioration in discipline as having been caused by VOLAR is probably more imagined than real and may, in large measure, be the venting of emotion.

AJIVA 18 June 1972

SUBJECT: Views Regarding the Status of Military Discipline at Fort Benning

6. At Inclosures 2-49 are graphic portrayals of the responses to each of the twelve initial items contained in this memorandum and the Opinion Questionnaire.

49 Incl
as

ROBERT G. NIVENS
Captain, Infantry
Chief, Evaluation Element

OPINION QUESTIONNAIRE XIV

1. YOUR GRADE: _____

2. I started my current tour at Fort Benning:

   a. Prior to 31 May 71
   b. Apr, May or Jun 71
   c. Jul, Aug or Sep 71
   d. After 1 Oct 71

There are a number of statements listed below which cover some parts of Army life at Fort Benning. Please circle one number after each statement to show whether you think that part of Army life has gotten very much better, somewhat better, not changed, somewhat worse, or much worse since you have been at Fort Benning. Answer only one number for each question:

SCALE:	MUCH BETTER	SOMEWHAT BETTER	NOT CHANGED	SOMEWHAT WORSE	MUCH WORSE
	1	2	3	4	5

* *

1. Soldiers' attitude toward NCOs 1 2 3 4 5
2. Soldiers' attitude toward Officers. 1 2 3 4 5
3. NCOs' attitude toward soldiers 1 2 3 4 5
4. Officers' attitude toward soldiers. 1 2 3 4 5
5. Soldiers' willingness to follow directives from NCOs. . . 1 2 3 4 5
6. Soldiers' willingness to follow directives from Officers. . 1 2 3 4 5
7. Soldiers' willingness to follow unit directives 1 2 3 4 5
8. Soldiers' willingness to keep up their own appearance . . 1 2 3 4 5
9. Soldiers' willingness to keep their living area clean and neat 1 2 3 4 5
10. Soldiers' performance of their regular duties 1 2 3 4 5
11. Soldiers' willingness to maintain the Army's standard of conduct 1 2 3 4 5
12. Observance of military courtesy. 1 2 3 4 5

Incl #1

OPINION QUESTIONNAIRE XIII (Cont'd)

13. Do you feel that military leadership has improved in the past year at Fort Benning?

_____YES _____NO

14. Do you feel that communications up and down the chain of command has improved in the past year at Fort Benning?

_____YES _____NO

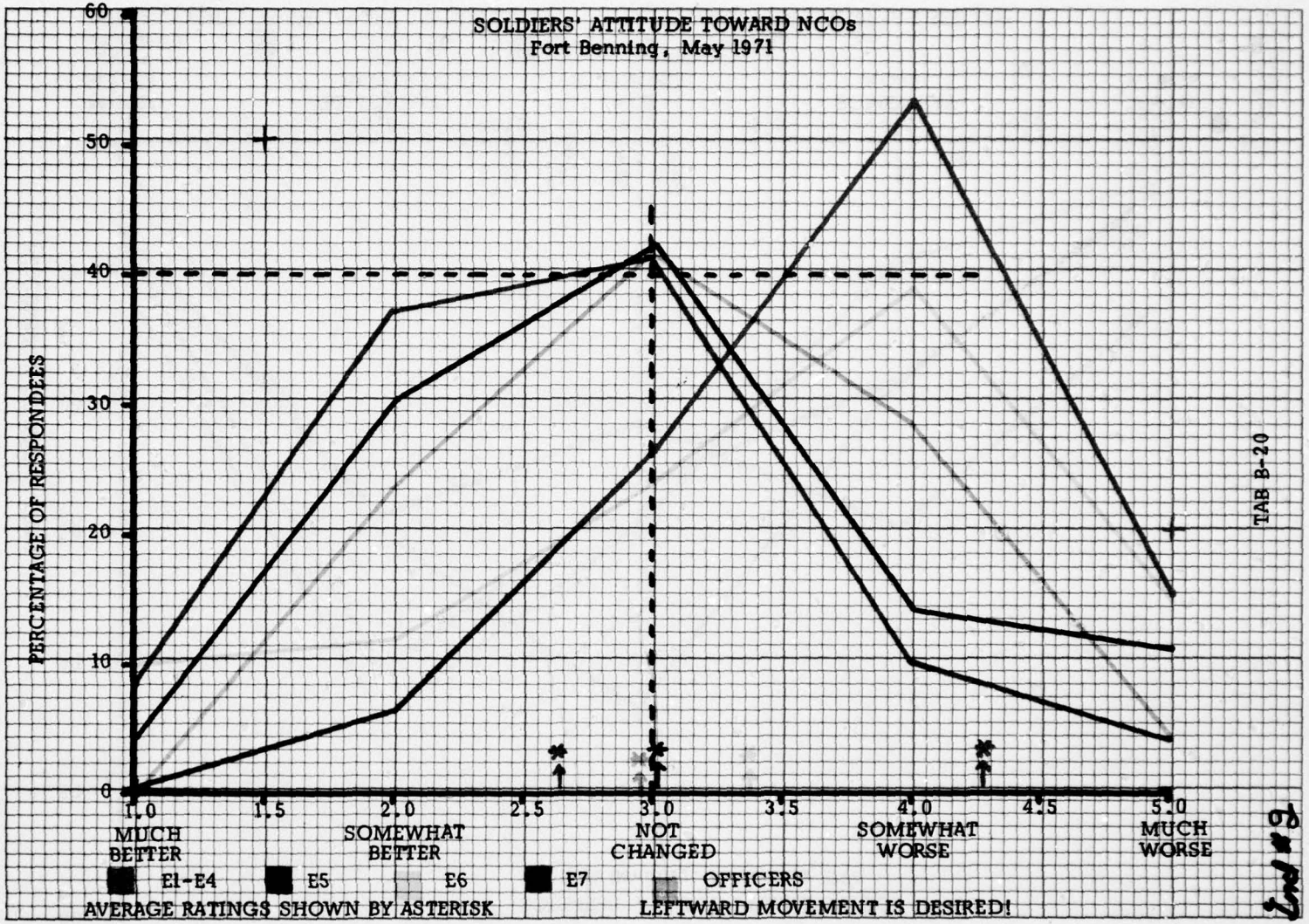
15. If you answered "NO" to either of the above two questions, please give some specific examples in the comment section of the questionnaire.

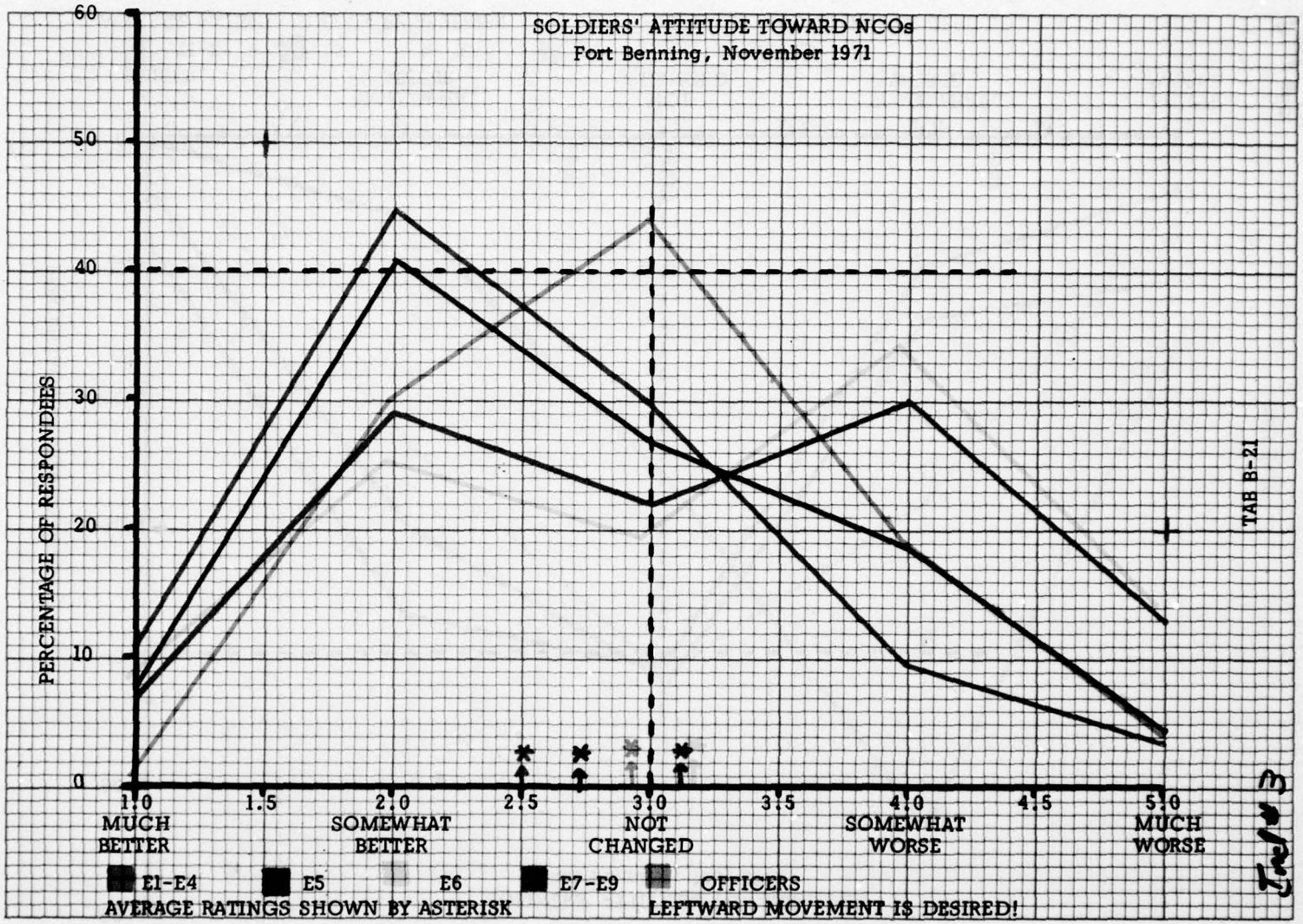
16. Do you feel that there has been an increase in discipline problems in the past year at Fort Benning?

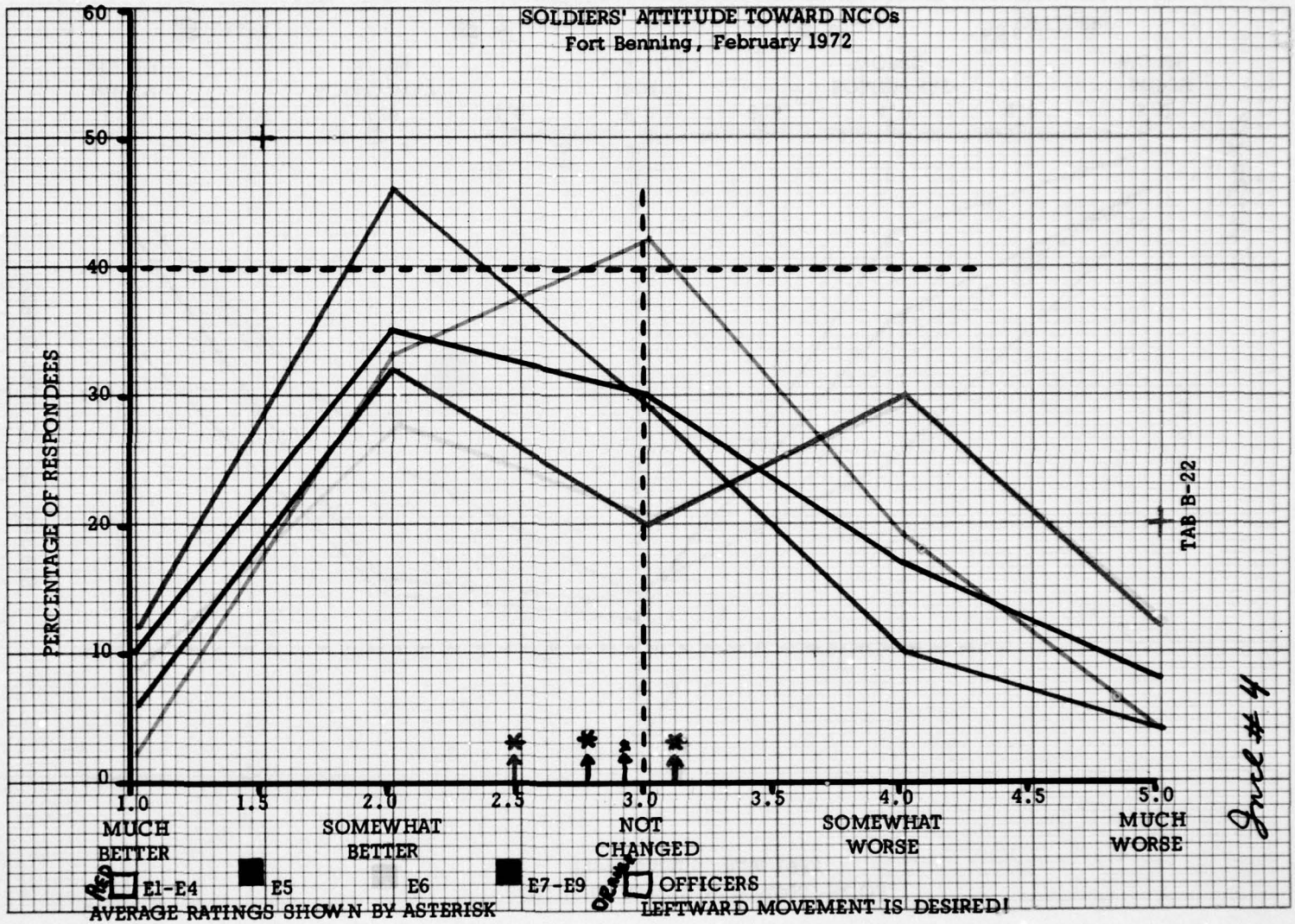
_____YES _____NO

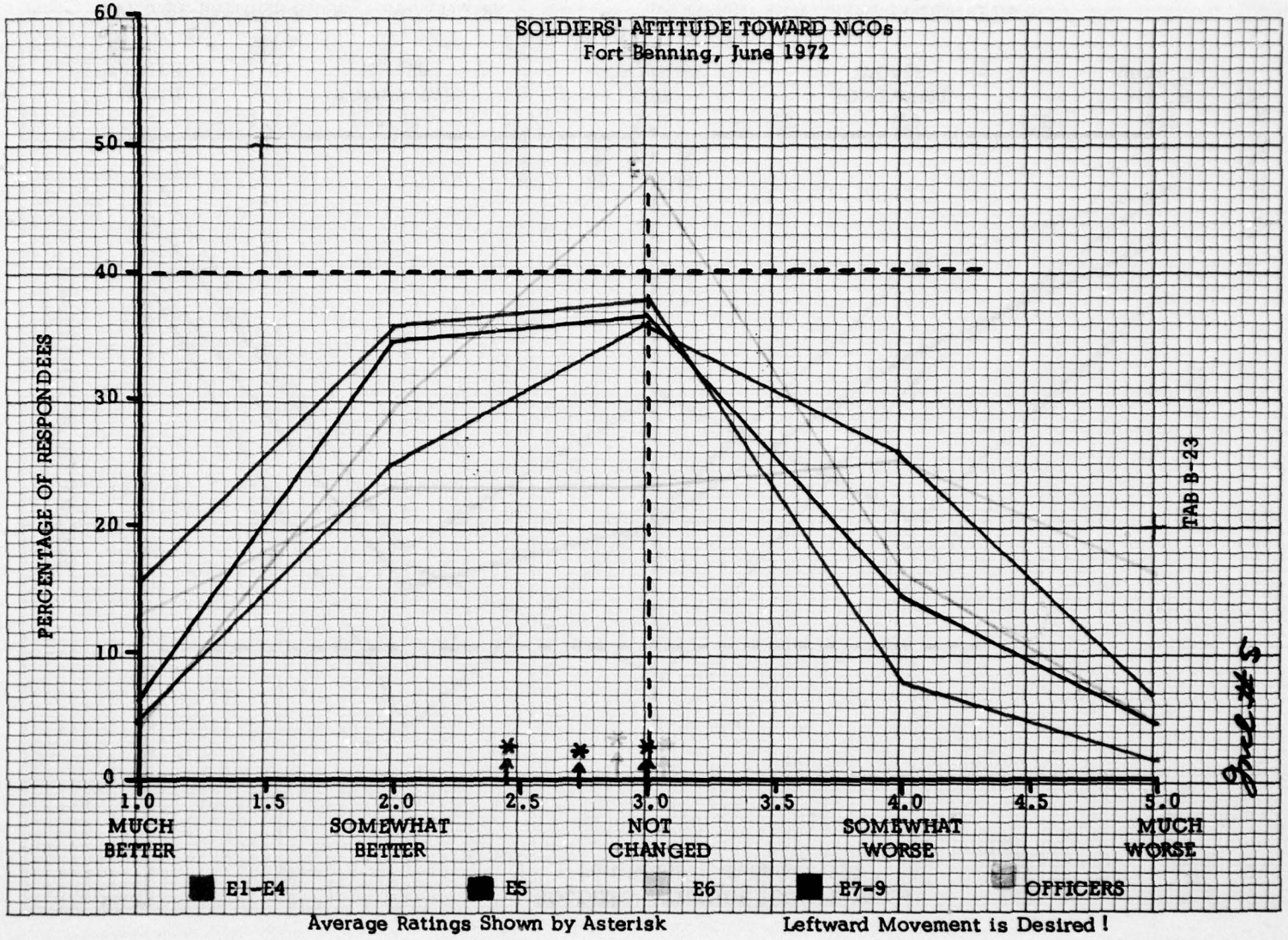
17. If you answered "YES" to the above question, please give some specific examples.

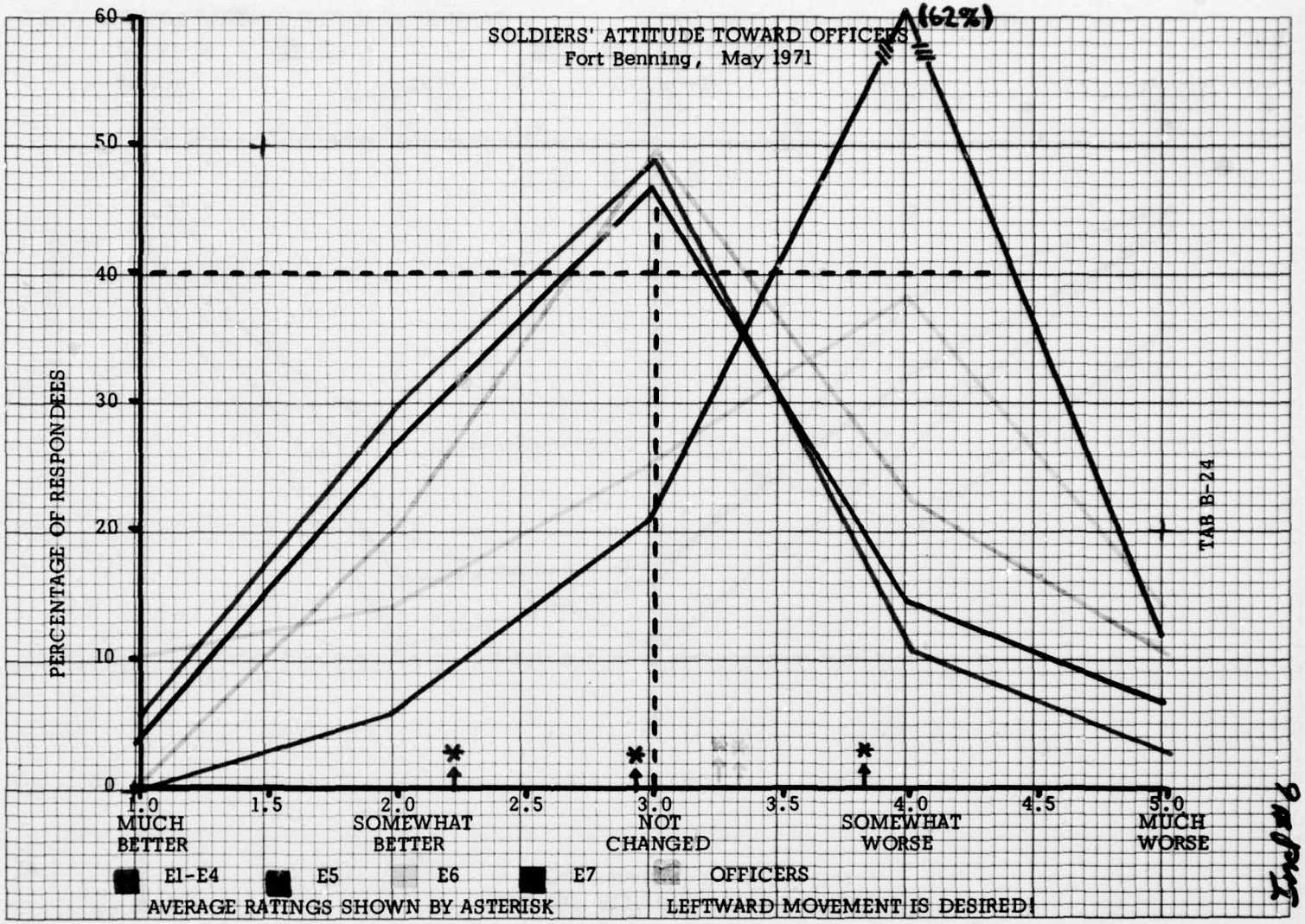
Incl #12

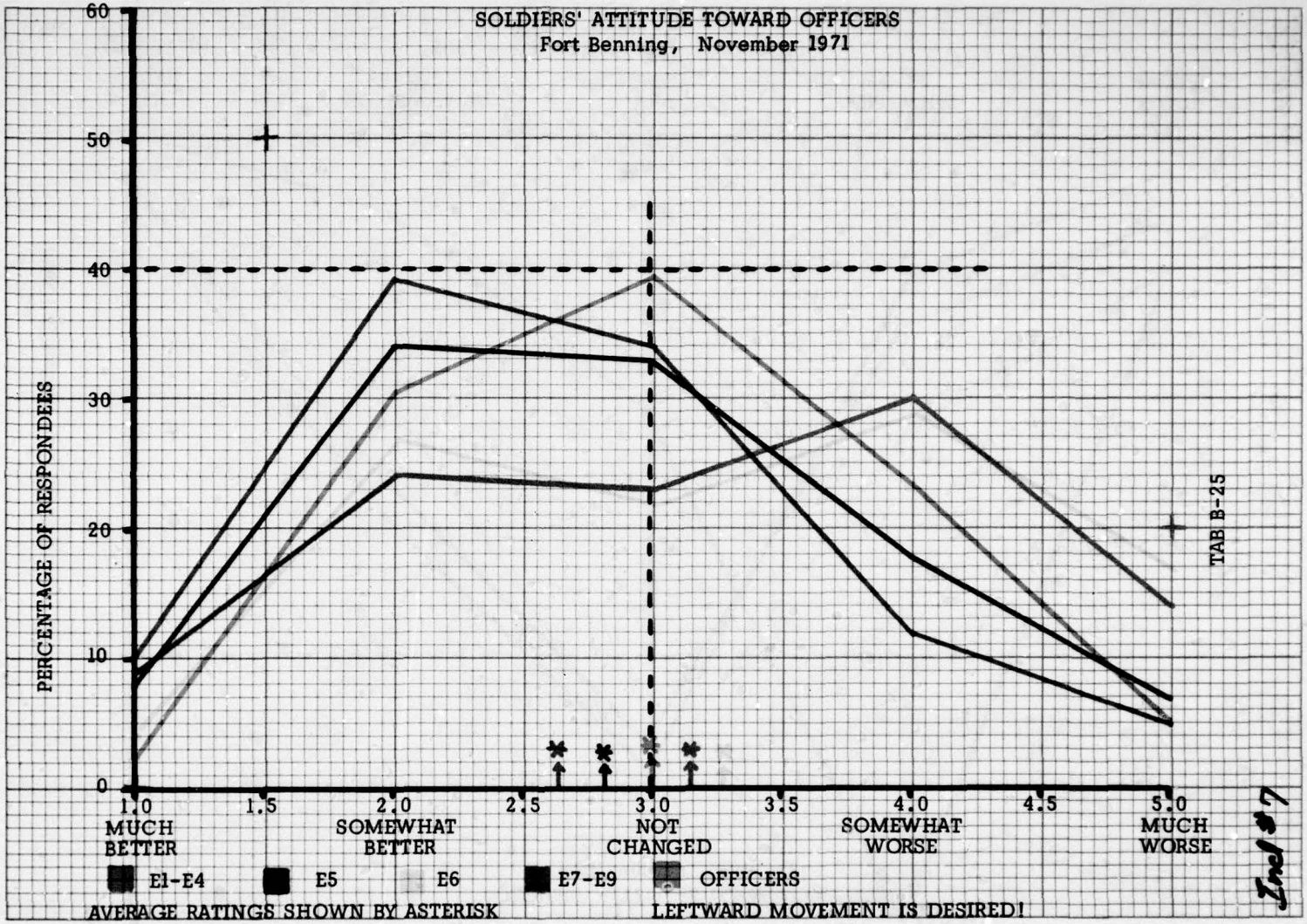

SOLDIERS' ATTITUDE TOWARD NCOs
Fort Benning, May 1971
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
MUCH BETTER
SOMEWHAT BETTER
NOT CHANGED
SOMEWHAT WORSE
MUCH WORSE
E1-E4
E5
E6
E7
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB B-20

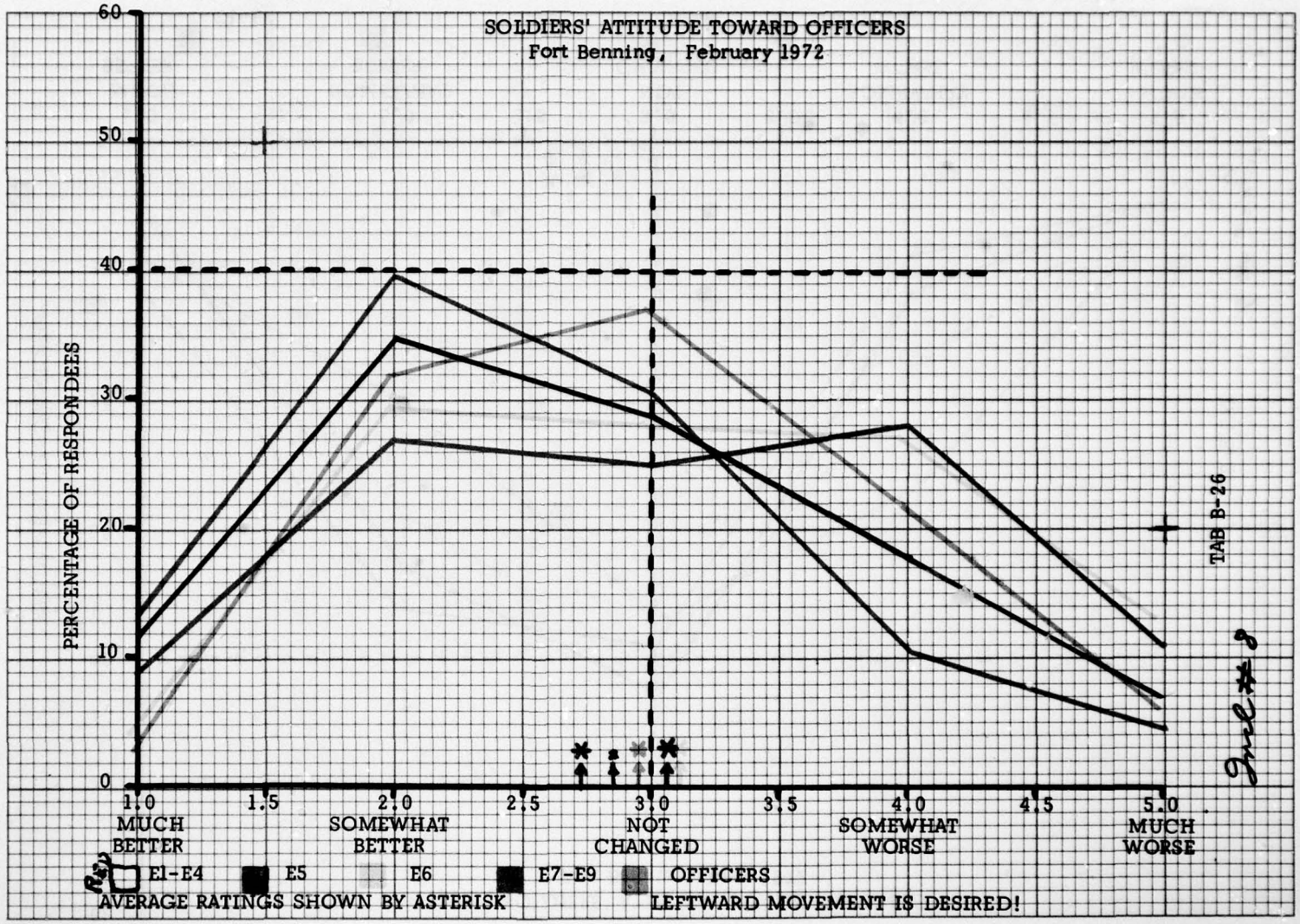

SOLDIERS' ATTITUDE TOWARD NCOs
Fort Benning, November 1971
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
MUCH BETTER
SOMEWHAT BETTER
NOT CHANGED
SOMEWHAT WORSE
MUCH WORSE
E1-E4
E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB B-21
Tab B

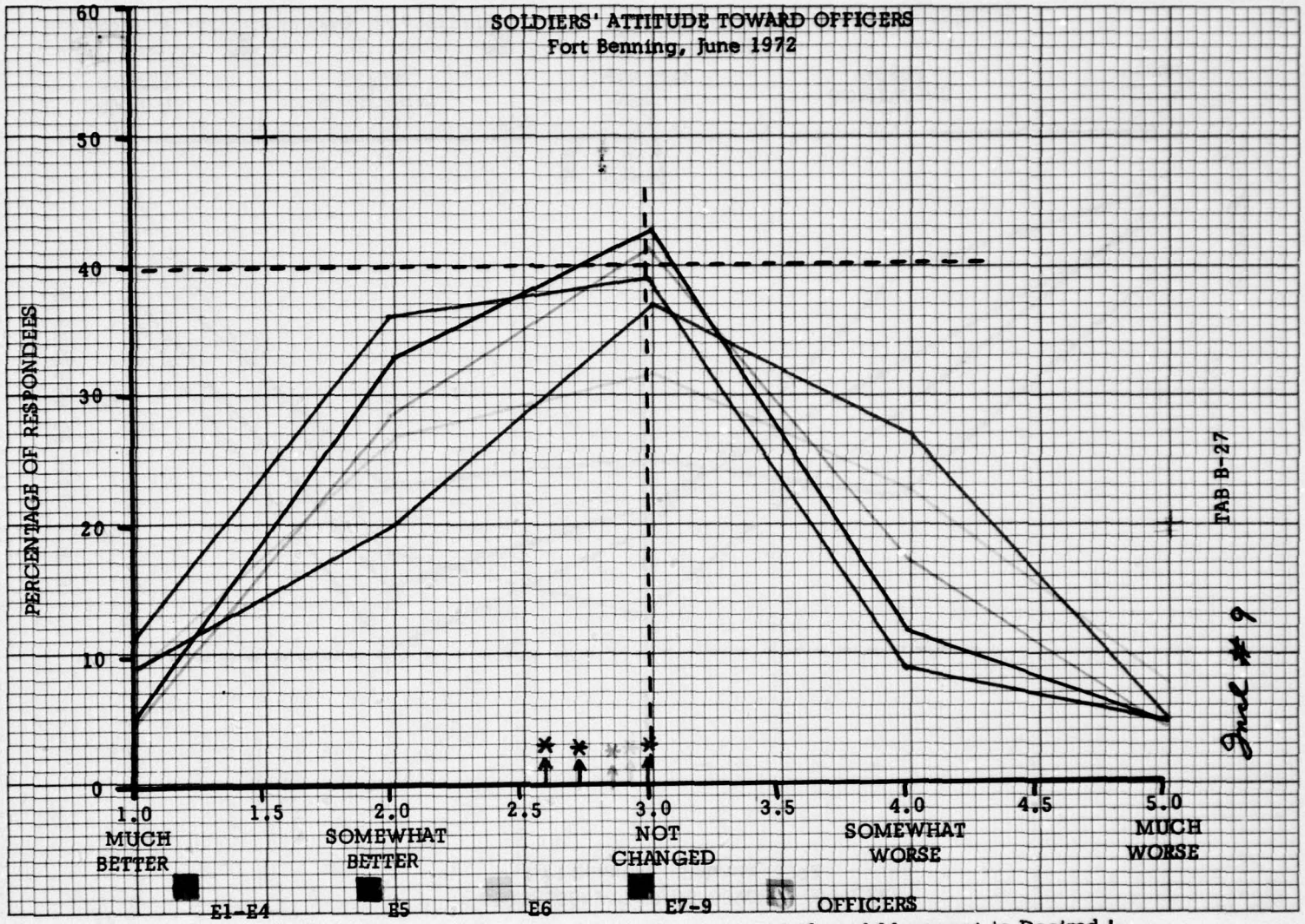

SOLDIERS' ATTITUDE TOWARD NCOs
Fort Benning, February 1972
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
MUCH BETTER
SOMEWHAT BETTER
NOT CHANGED
SOMEWHAT WORSE
MUCH WORSE
E1-E4
E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB B-22
Spec # 4


SOLDIERS' ATTITUDE TOWARD NCOs
Fort Benning, June 1972
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
MUCH BETTER
1.5
2.0
SOMEWHAT BETTER
2.5
3.0
NOT CHANGED
3.5
4.0
SOMEWHAT WORSE
4.5
5.0
MUCH WORSE
E1-E4
E5
E6
E7-9
OFFICERS
Average Ratings Shown by Asterisk
Leftward Movement is Desired !
TAB B-23
Brief #5


SOLDIERS' ATTITUDE TOWARD OFFICERS
Fort Benning, May 1971
(62%)
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
MUCH BETTER
SOMEWHAT BETTER
NOT CHANGED
SOMEWHAT WORSE
MUCH WORSE
E1-E4
E5
E6
E7
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB B-24

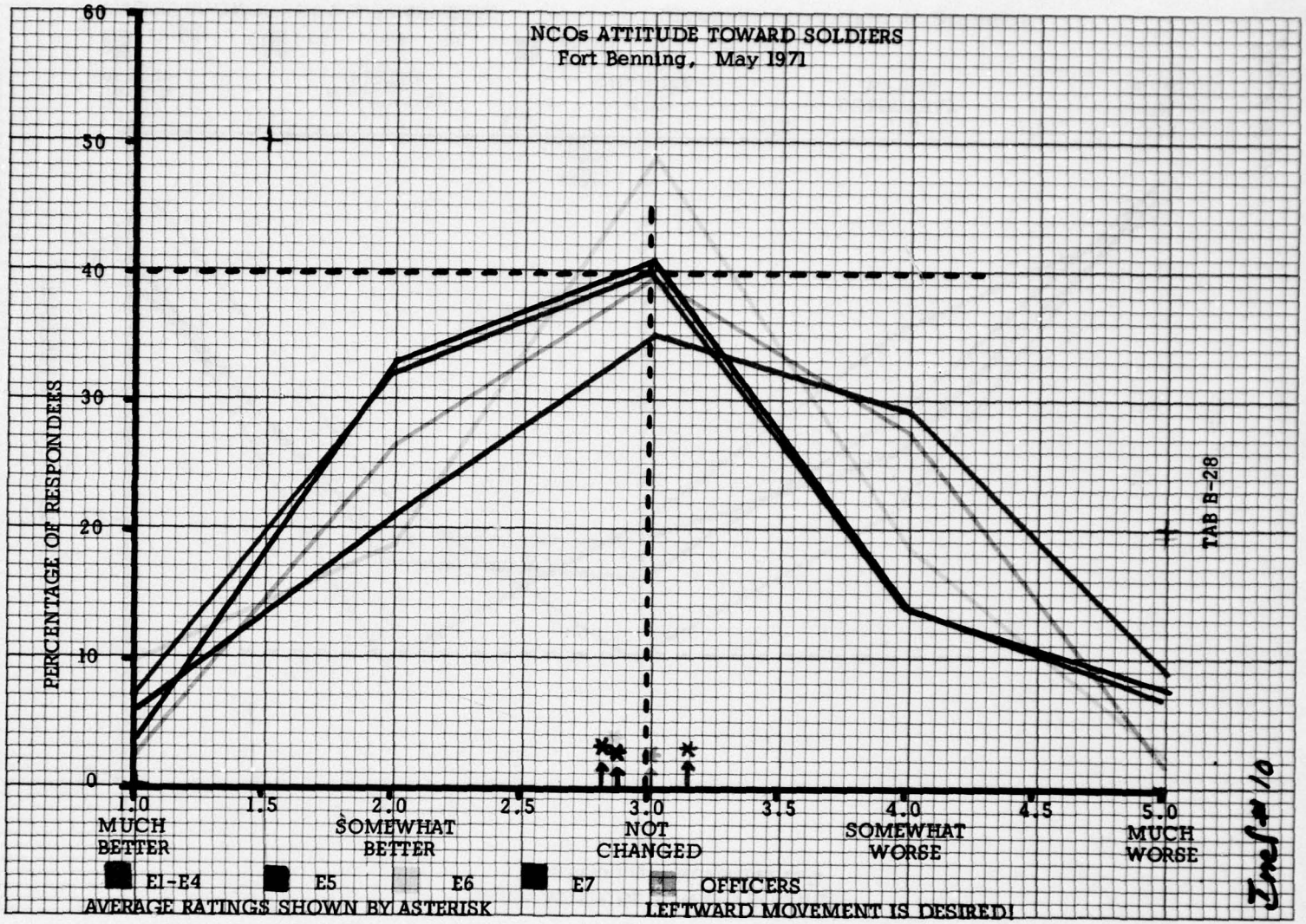

SOLDIERS' ATTITUDE TOWARD OFFICERS
Fort Benning, November 1971
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
MUCH BETTER
1.5
2.0
SOMEWHAT BETTER
2.5
3.0
NOT CHANGED
3.5
4.0
SOMEWHAT WORSE
4.5
5.0
MUCH WORSE
E1-E4
E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB B-25

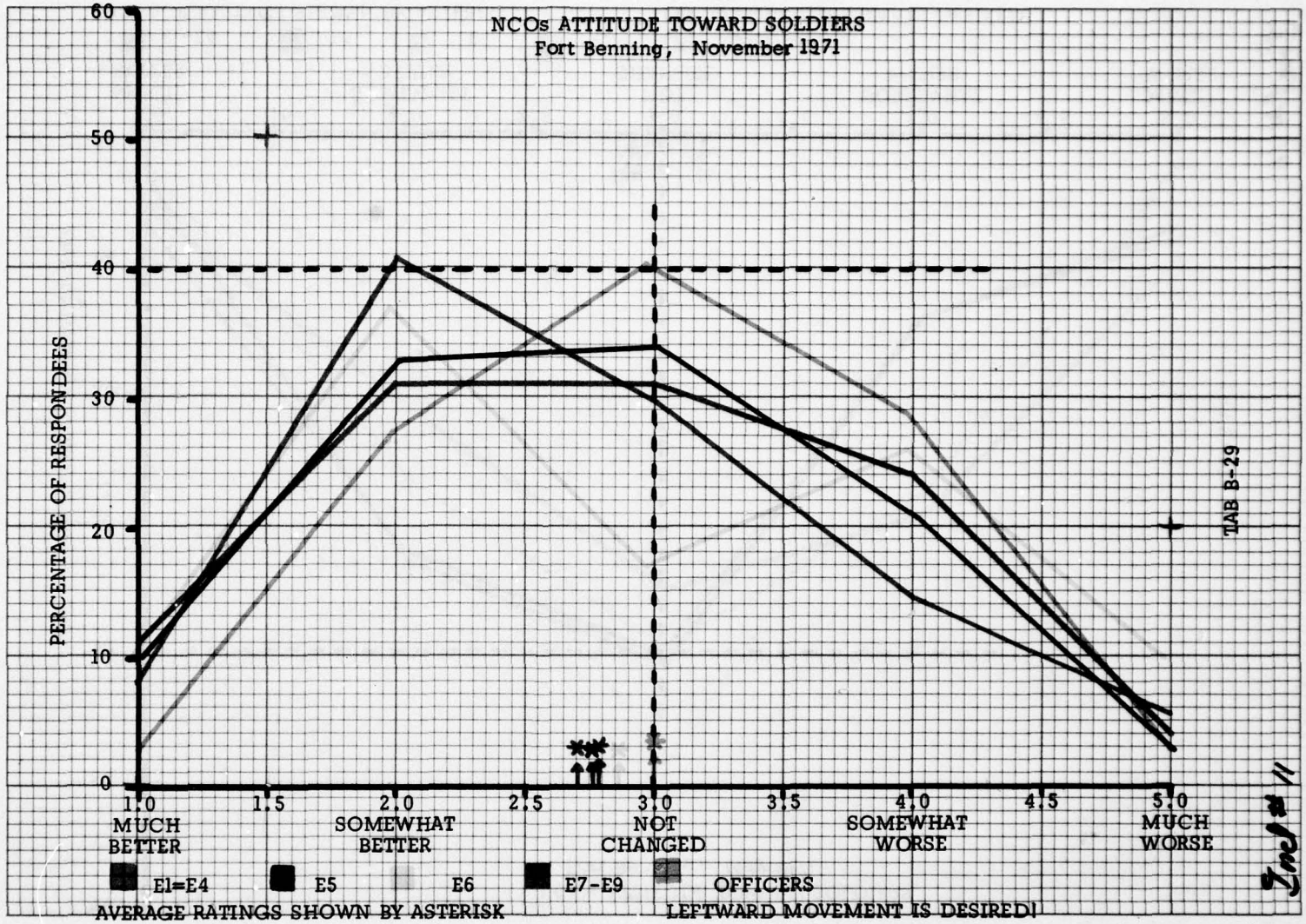

SOLDIERS' ATTITUDE TOWARD OFFICERS
Fort Benning, February 1972
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
MUCH BETTER
SOMEWHAT BETTER
NOT CHANGED
SOMEWHAT WORSE
MUCH WORSE
E1-E4
E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB B-26

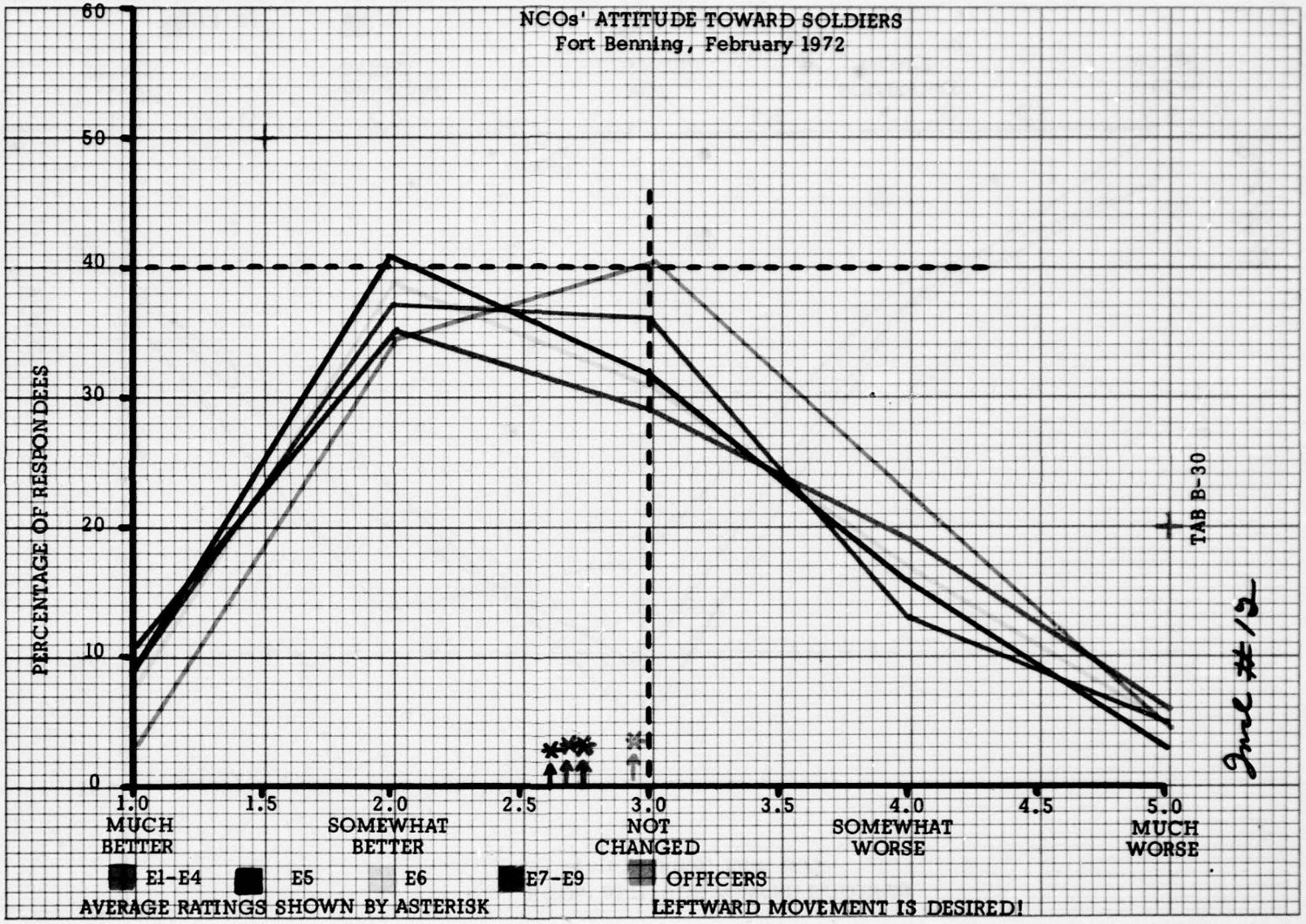


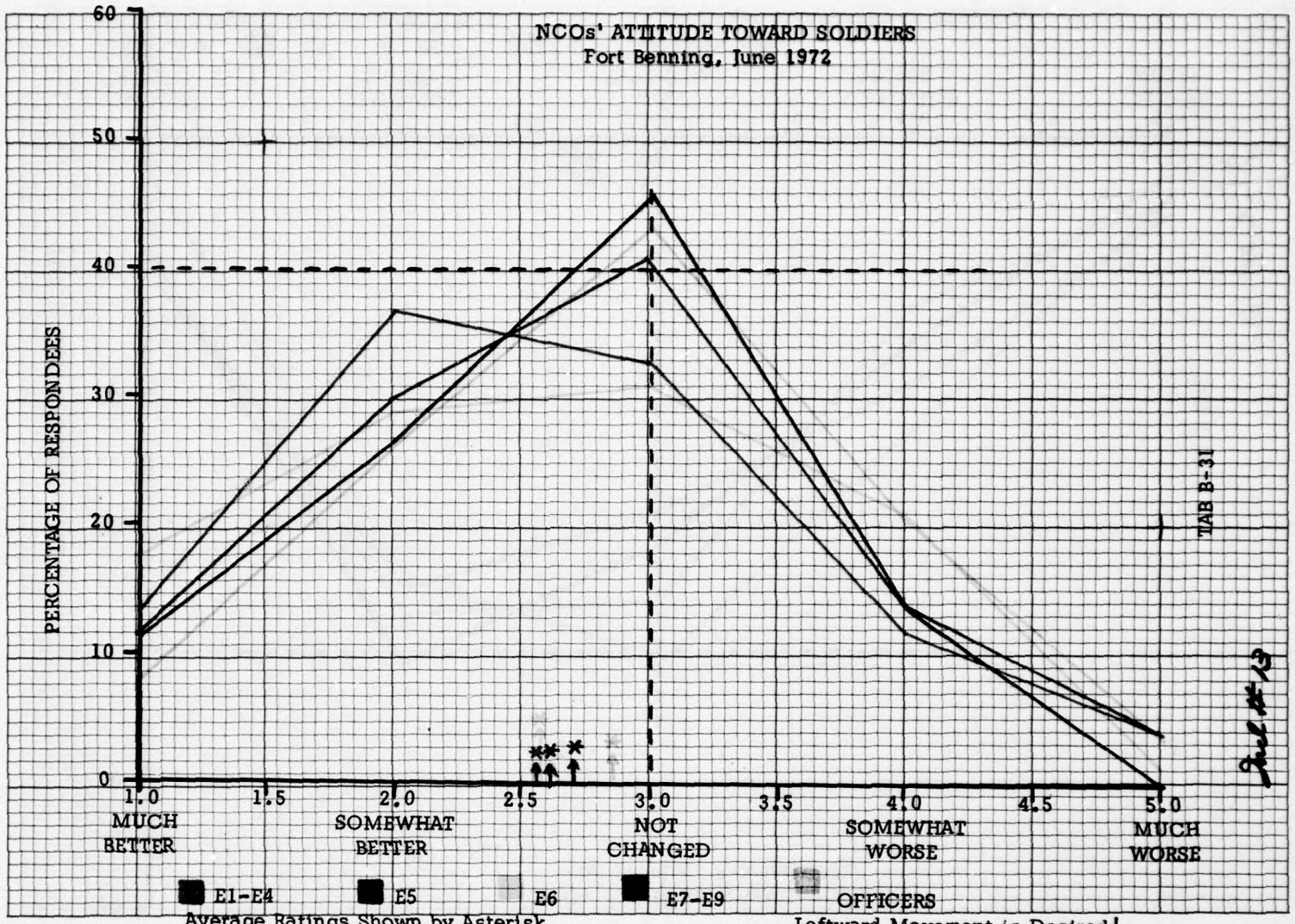
Average Ratings Shown by Asterisk

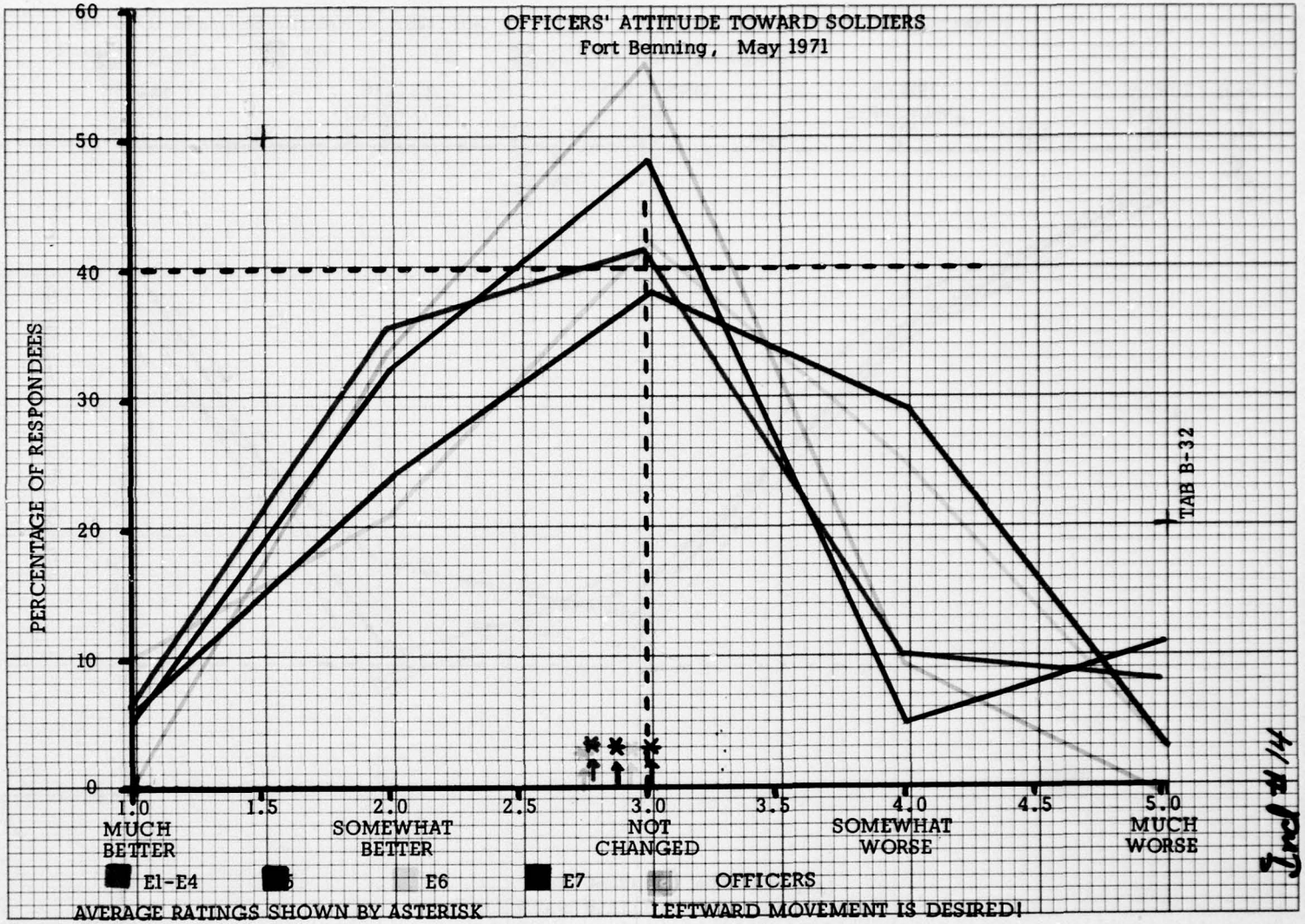
Leftward Movement is Desired !

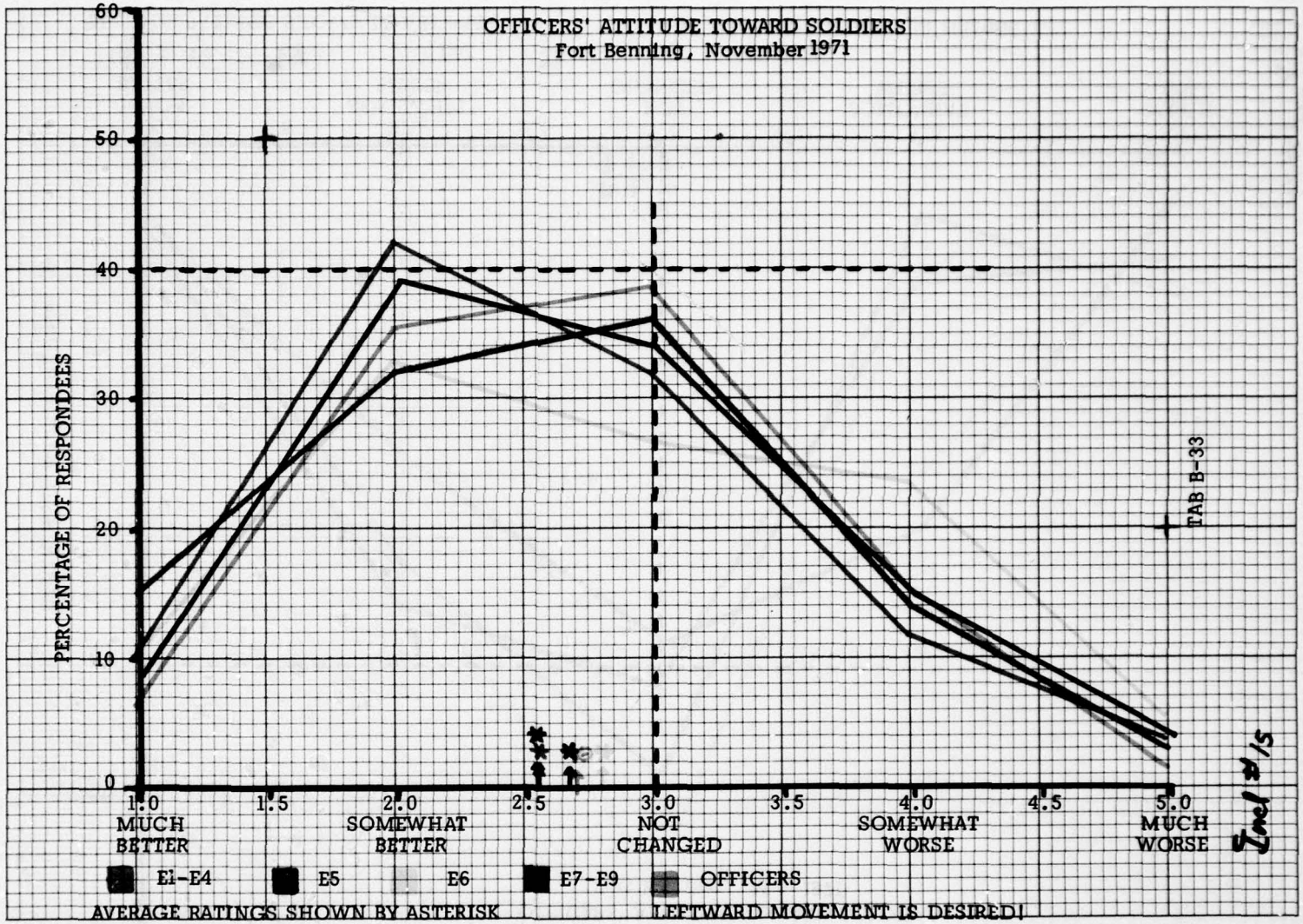

NCOs ATTITUDE TOWARD SOLDIERS
Fort Benning, May 1971
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
MUCH BETTER
1.5
2.0
SOMEWHAT BETTER
2.5
3.0
NOT CHANGED
3.5
4.0
SOMEWHAT WORSE
4.5
5.0
MUCH WORSE
E1-E4
E5
E6
E7
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB E-28

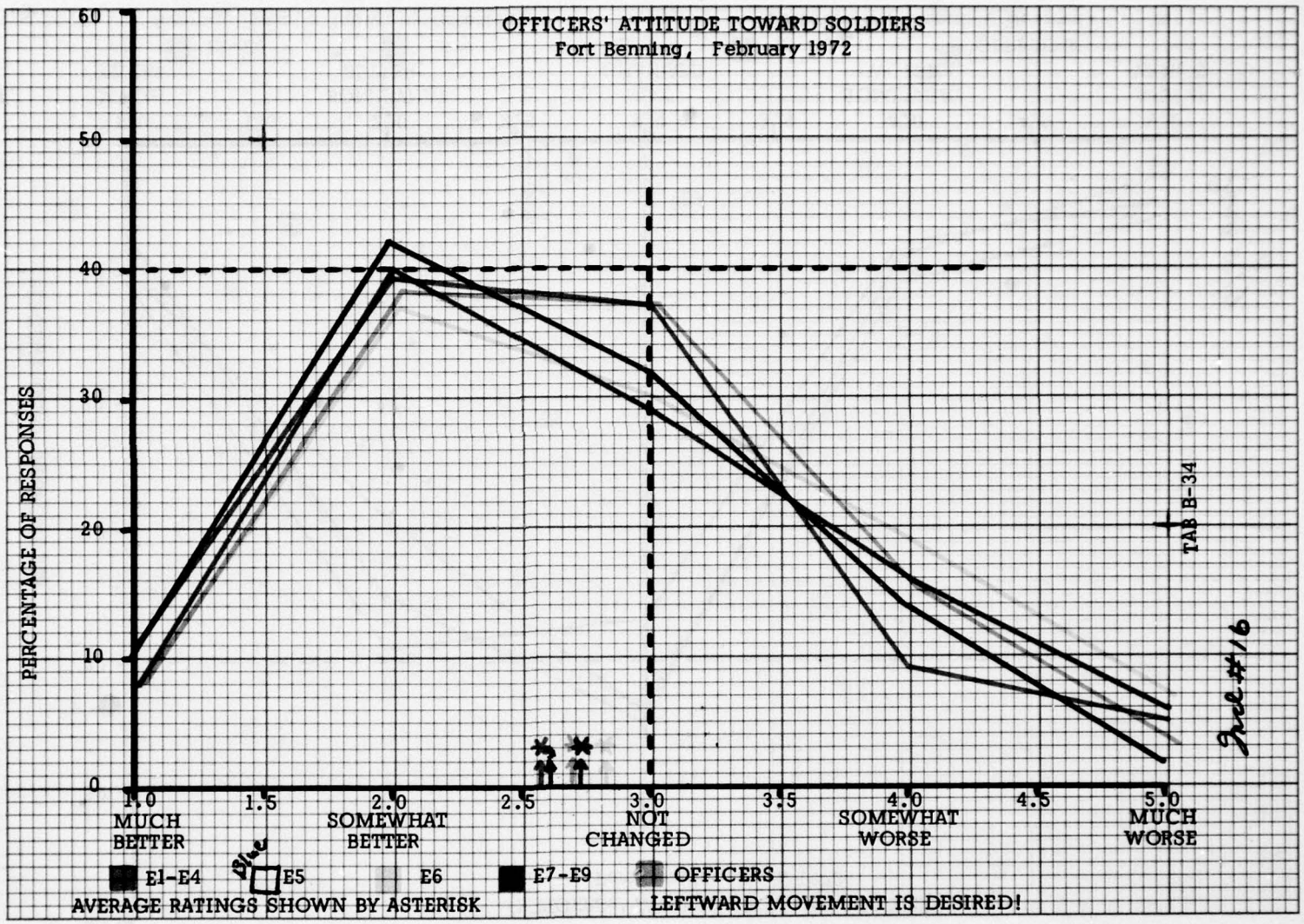

NCOs ATTITUDE TOWARD SOLDIERS
Fort Benning, November 1971
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
MUCH BETTER
SOMEWHAT BETTER
NOT CHANGED
SOMEWHAT WORSE
MUCH WORSE
E1=E4
E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB B-29
Incl #11

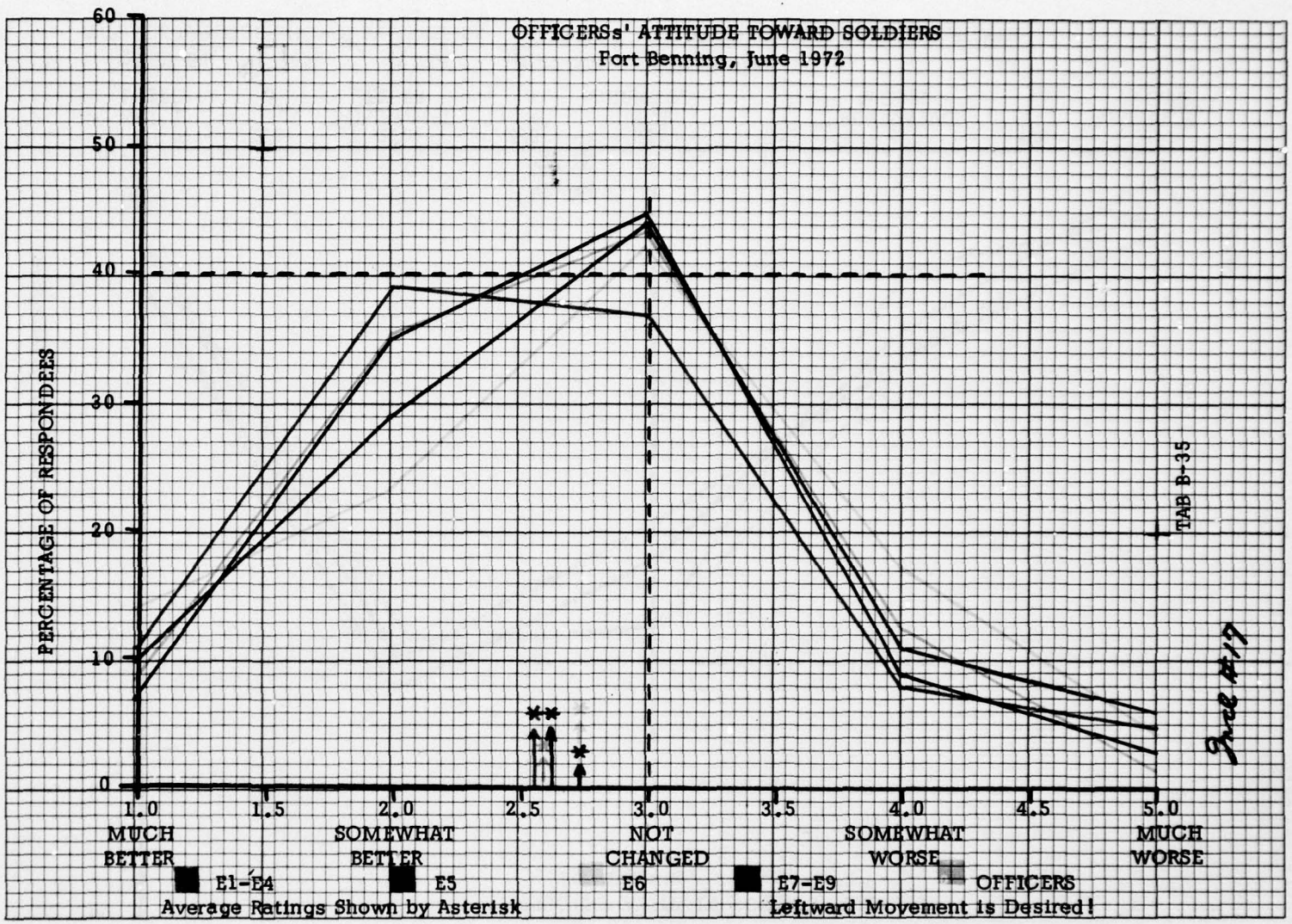

NCOs' ATTITUDE TOWARD SOLDIERS
Fort Benning, February 1972
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
MUCH BETTER
1.5
2.0
SOMEWHAT BETTER
2.5
3.0
NOT CHANGED
3.5
4.0
SOMEWHAT WORSE
4.5
5.0
MUCH WORSE
E1-E4
E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB B-30
June #12

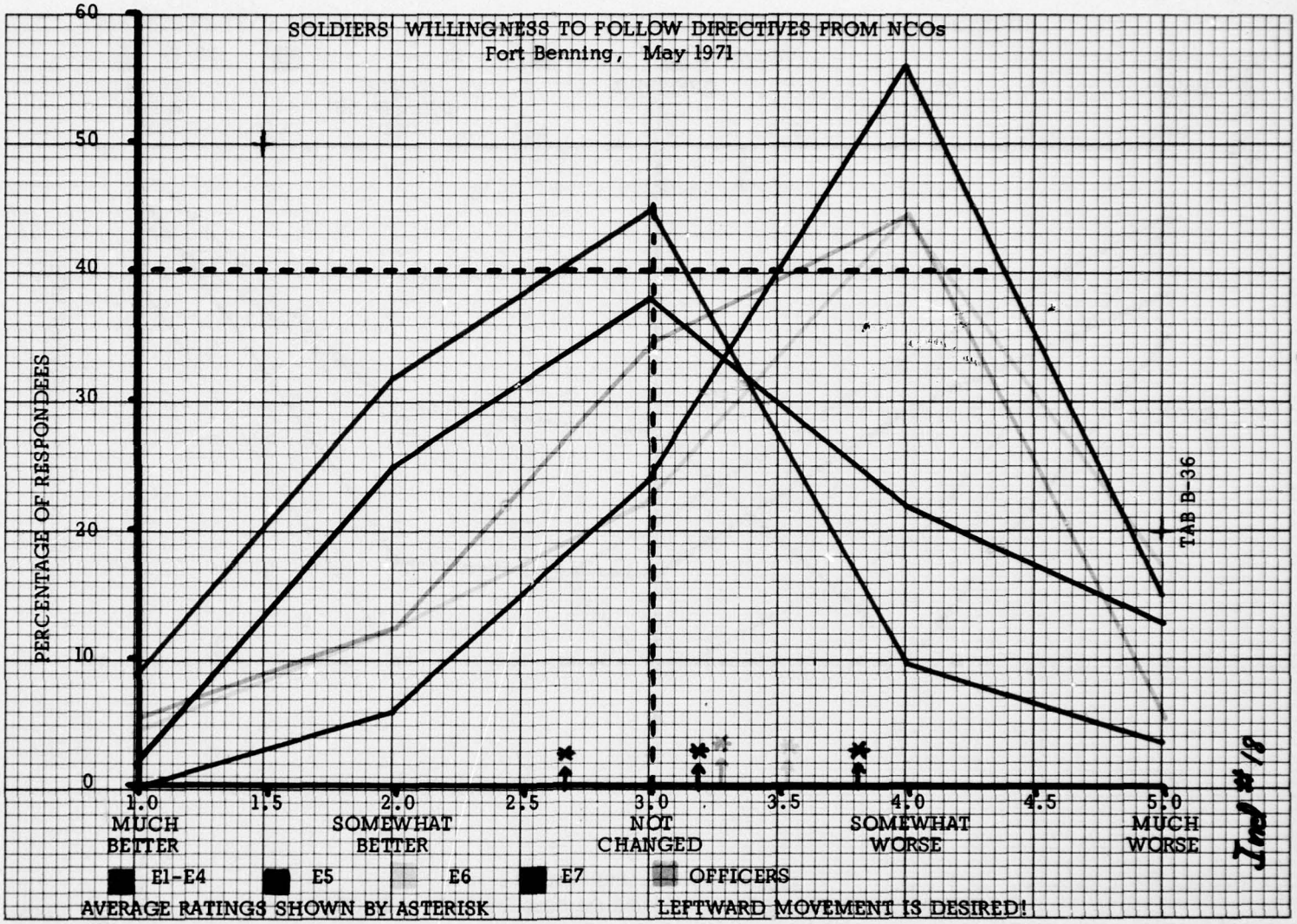

NCOs' ATTITUDE TOWARD SOLDIERS
Fort Benning, June 1972
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
MUCH BETTER
1.5
2.0
SOMEWHAT BETTER
2.5
3.0
NOT CHANGED
3.5
4.0
SOMEWHAT WORSE
4.5
5.0
MUCH WORSE
E1-E4
E5
E6
E7-E9
OFFICERS
Average Ratings Shown by Asterisk
Leftward Movement is Desired!
TAB B-31

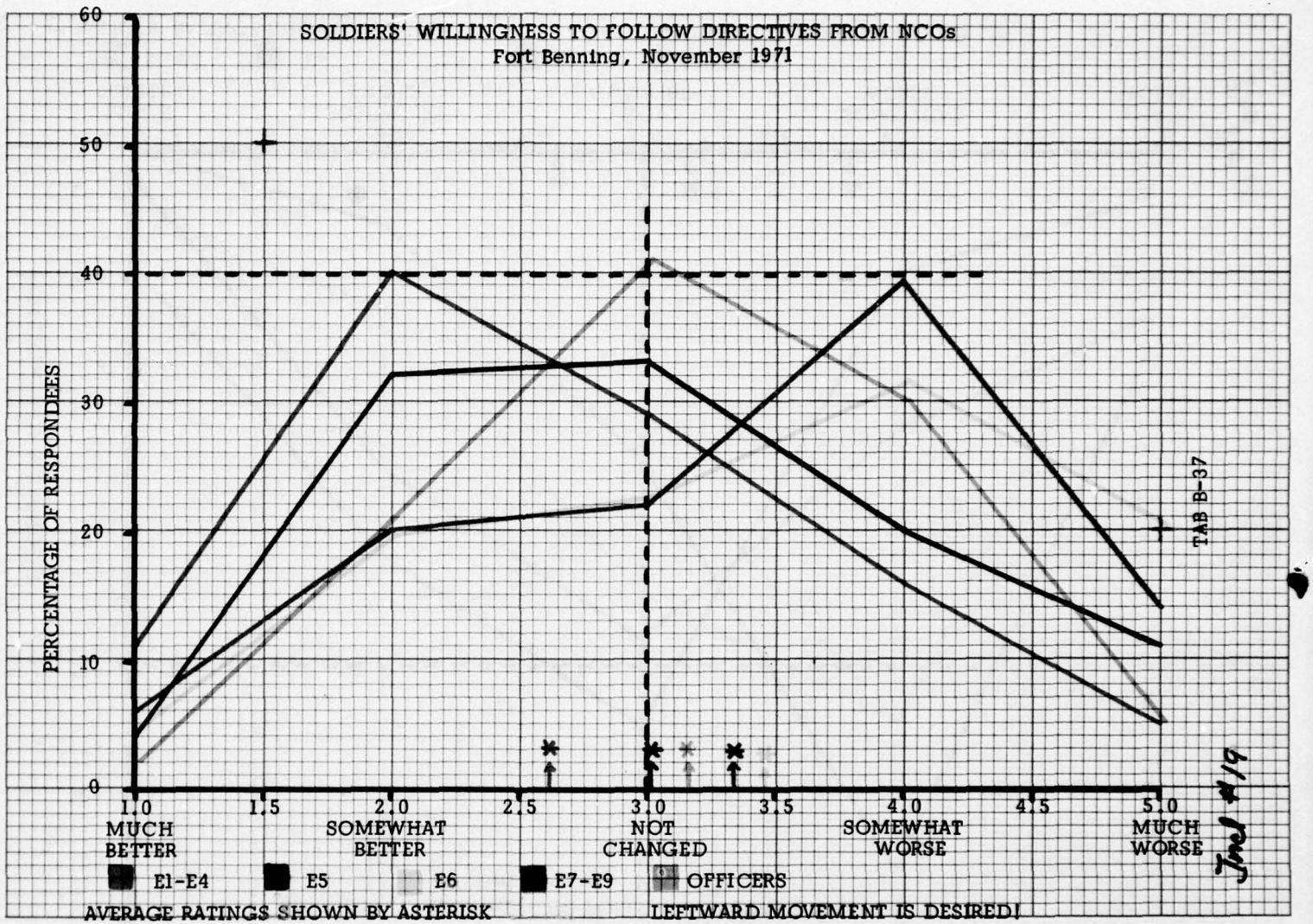

OFFICERS' ATTITUDE TOWARD SOLDIERS
Fort Benning, May 1971
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
MUCH BETTER
1.5
2.0
SOMEWHAT BETTER
2.5
3.0
NOT CHANGED
3.5
4.0
SOMEWHAT WORSE
4.5
5.0
MUCH WORSE
E1-E4
E6
E7
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB B-32

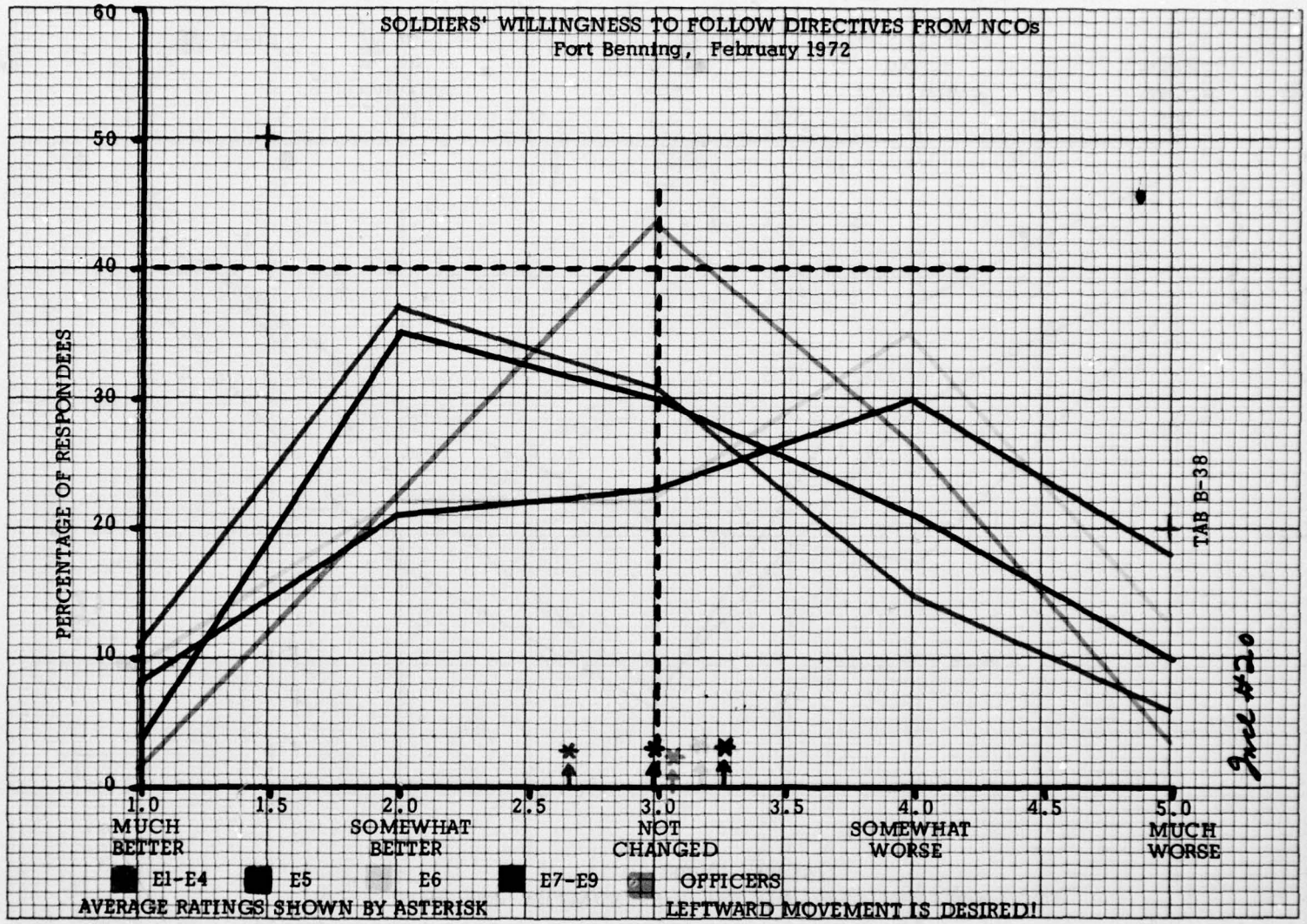

OFFICERS' ATTITUDE TOWARD SOLDIERS
Fort Benning, November 1971
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
MUCH BETTER
SOMEWHAT BETTER
NOT CHANGED
SOMEWHAT WORSE
MUCH WORSE
E1-E4
E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB B-33
Encl #15

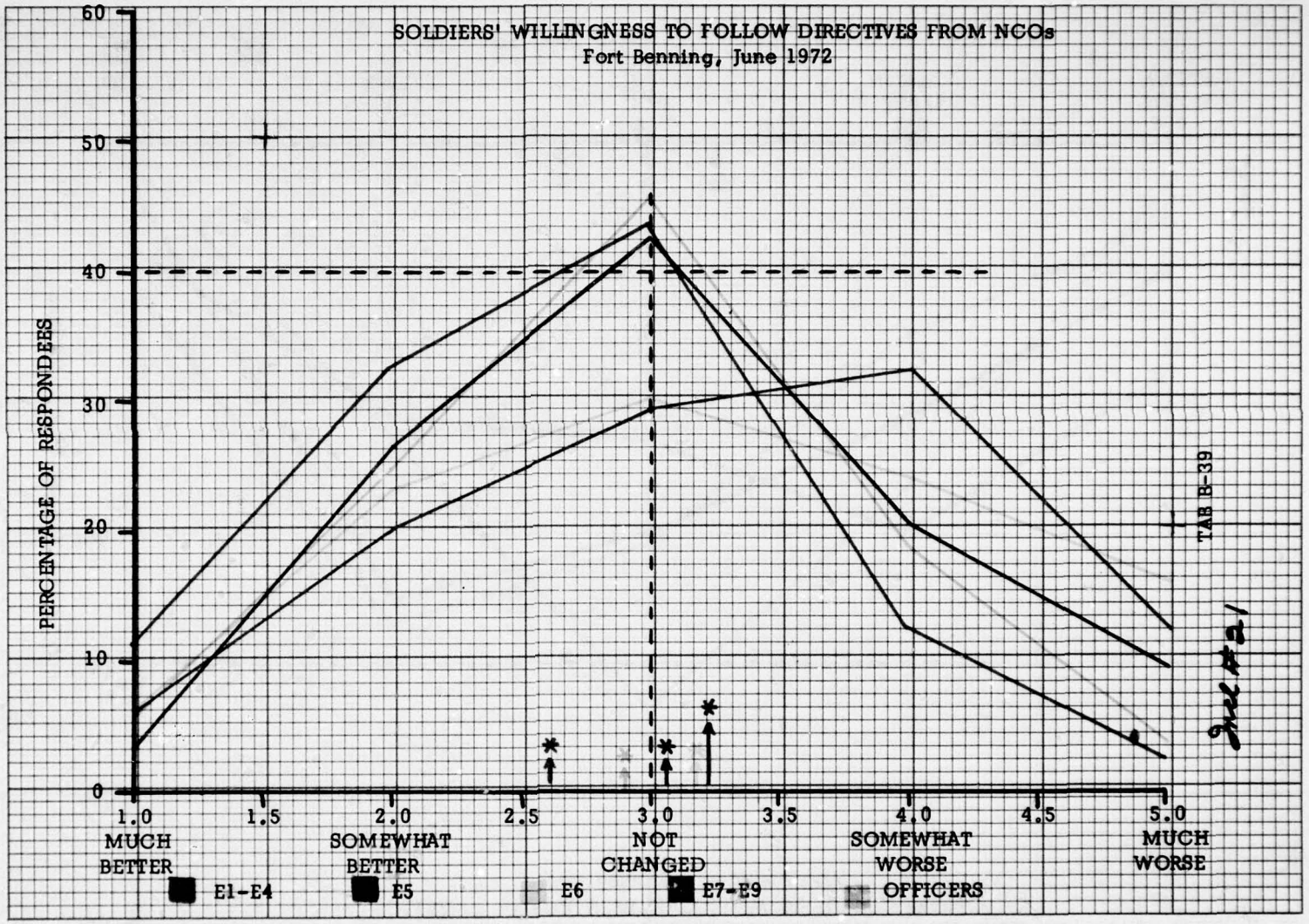

OFFICERS' ATTITUDE TOWARD SOLDIERS
Fort Benning, February 1972
PERCENTAGE OF RESPONSES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
MUCH BETTER
SOMEWHAT BETTER
NOT CHANGED
SOMEWHAT WORSE
MUCH WORSE
E1-E4
E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB B-34
Exc. #16


OFFICERSs' ATTITUDE TOWARD SOLDIERS
Fort Benning, June 1972
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
MUCH BETTER
SOMEWHAT BETTER
NOT CHANGED
SOMEWHAT WORSE
MUCH WORSE
E1-E4
E5
E6
E7-E9
OFFICERS
Average Ratings Shown by Asterisk
Leftward Movement is Desired!
TAB B-35
Inst #17


SOLDIERS' WILLINGNESS TO FOLLOW DIRECTIVES FROM NCOs
Fort Benning, May 1971
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
MUCH BETTER
1.5
2.0
SOMEWHAT BETTER
2.5
3.0
NOT CHANGED
3.5
4.0
SOMEWHAT WORSE
4.5
5.0
MUCH WORSE
E1-E4
E5
E6
E7
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB B-36
Inf # 19

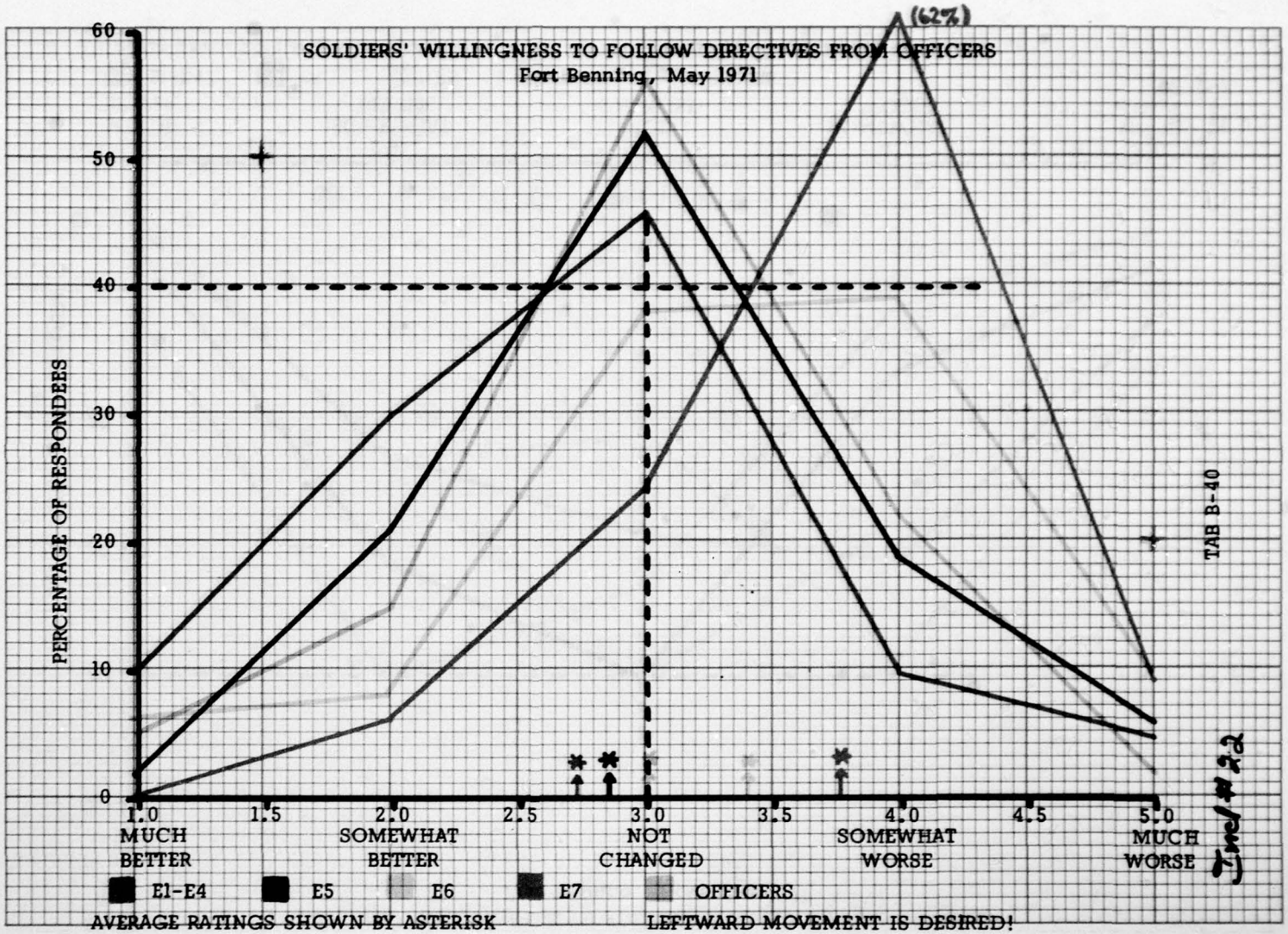

SOLDIERS' WILLINGNESS TO FOLLOW DIRECTIVES FROM NCOs
Fort Benning, November 1971
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
MUCH BETTER
SOMEWHAT BETTER
NOT CHANGED
SOMEWHAT WORSE
MUCH WORSE
E1-E4
E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB B-37
Incl #19

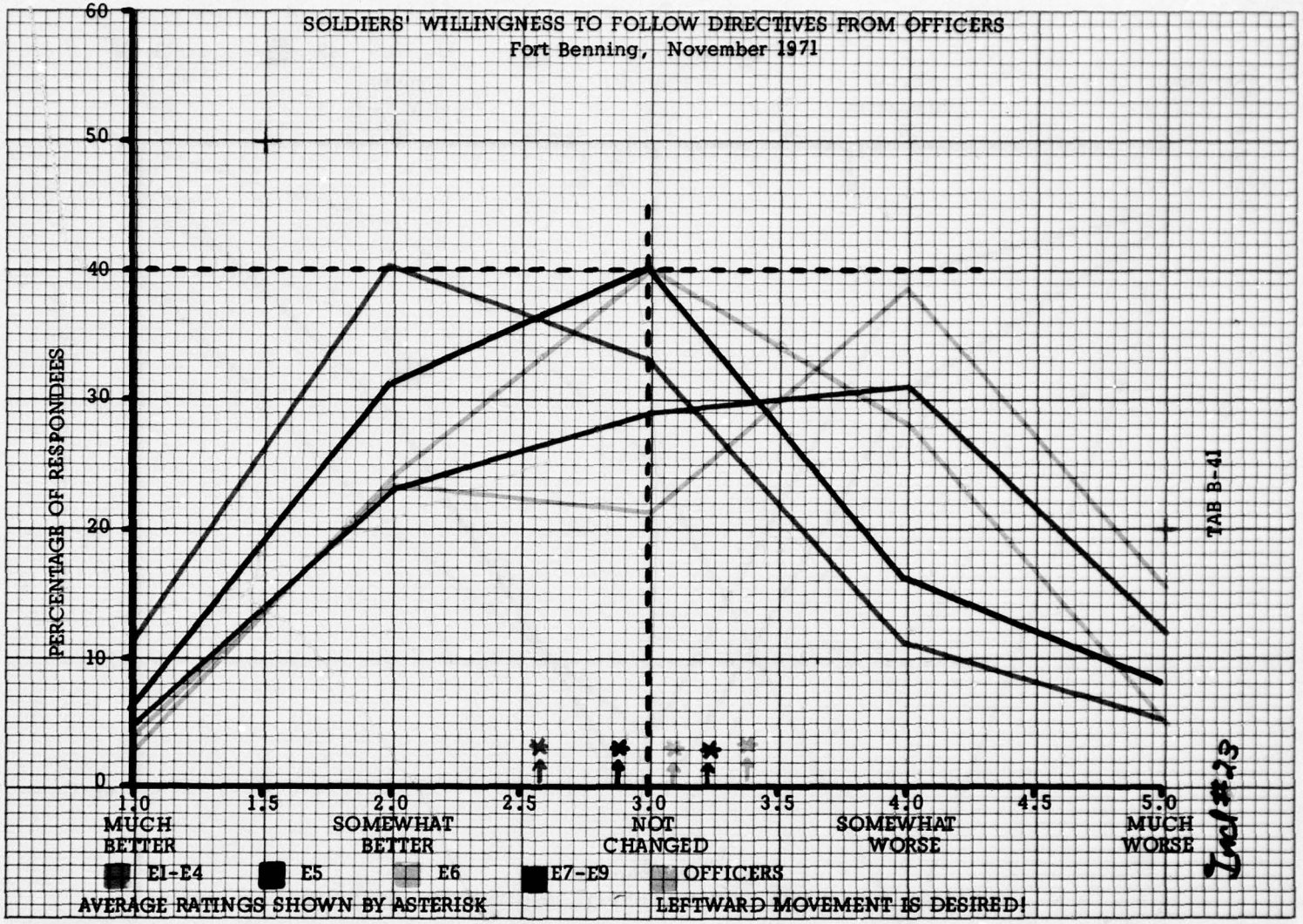

SOLDIERS' WILLINGNESS TO FOLLOW DIRECTIVES FROM NCOs
Fort Benning, February 1972
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
MUCH BETTER
1.5
2.0
SOMEWHAT BETTER
2.5
3.0
NOT CHANGED
3.5
4.0
SOMEWHAT WORSE
4.5
5.0
MUCH WORSE
E1-E4
E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB B-38
Fwd #2.0

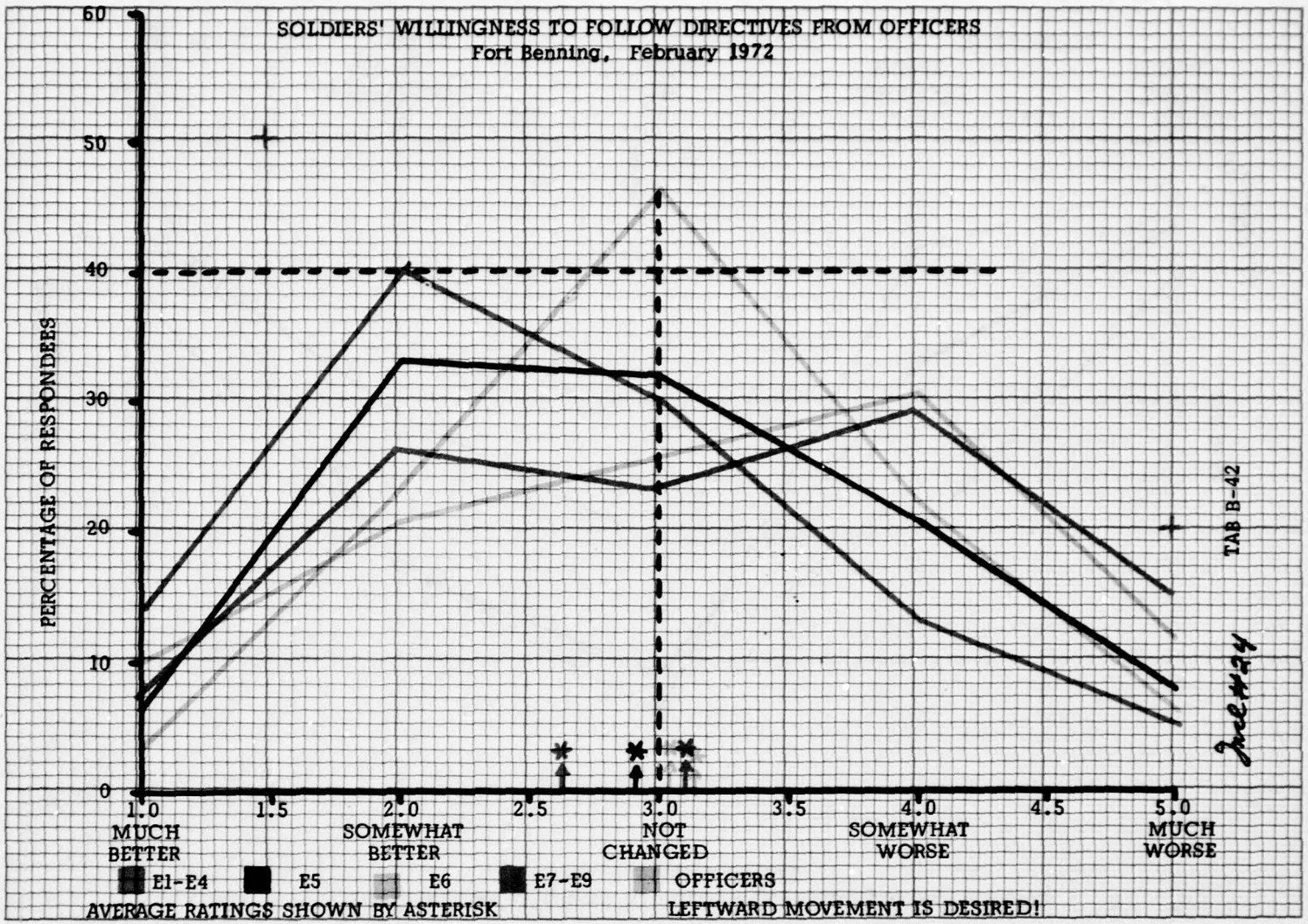


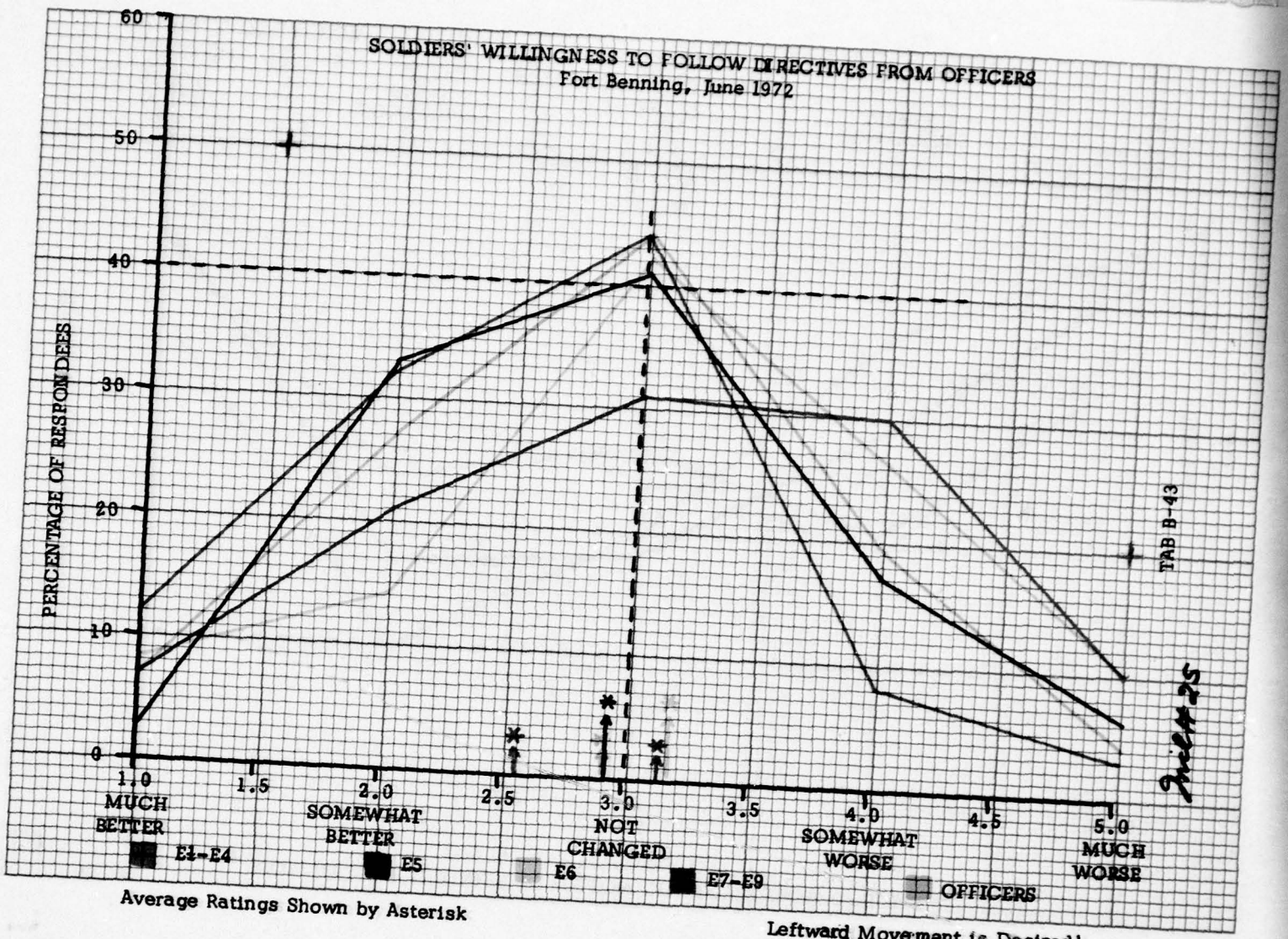
Average Ratings Shown by Asterisk

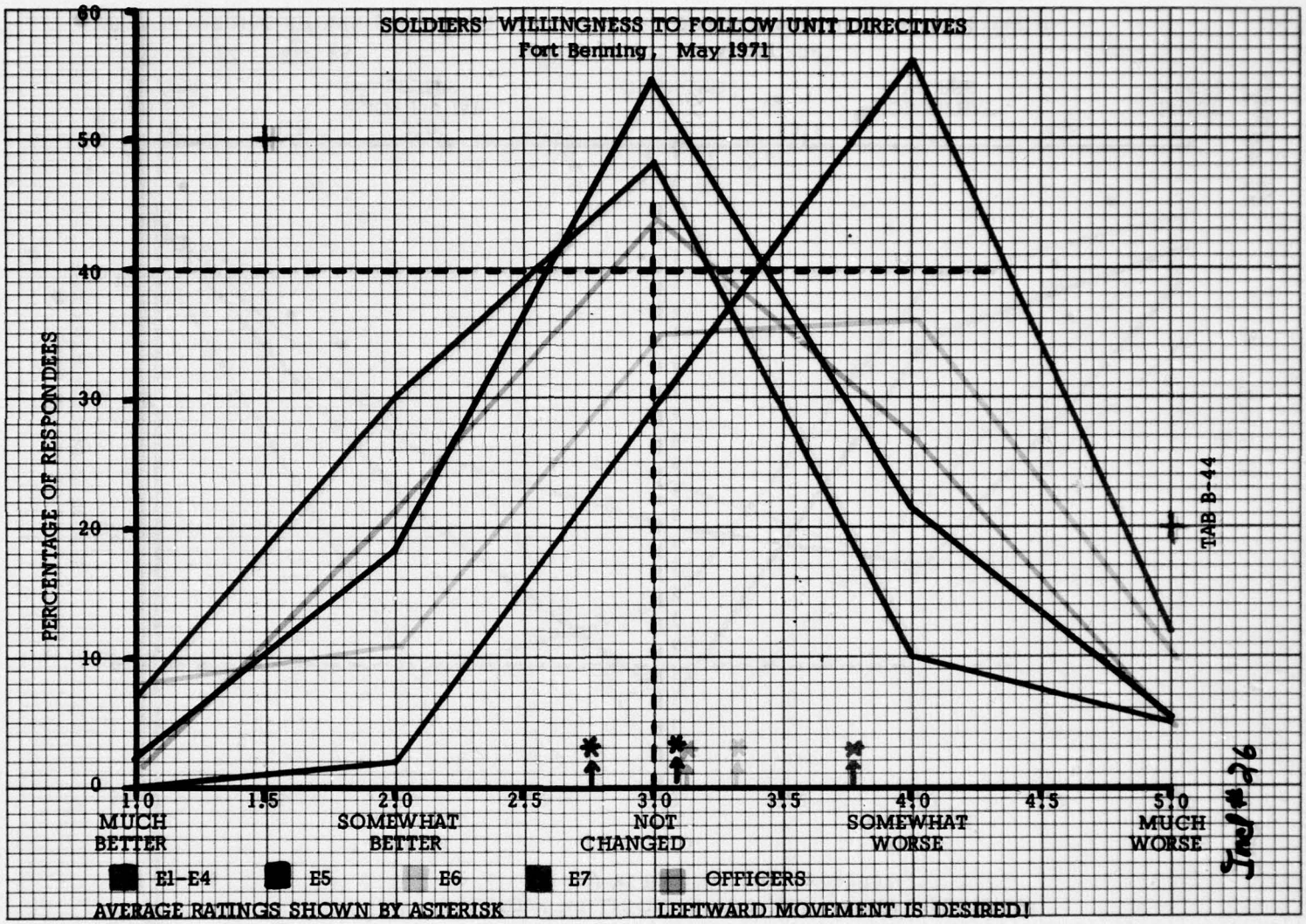
Leftward Movement is Desired!

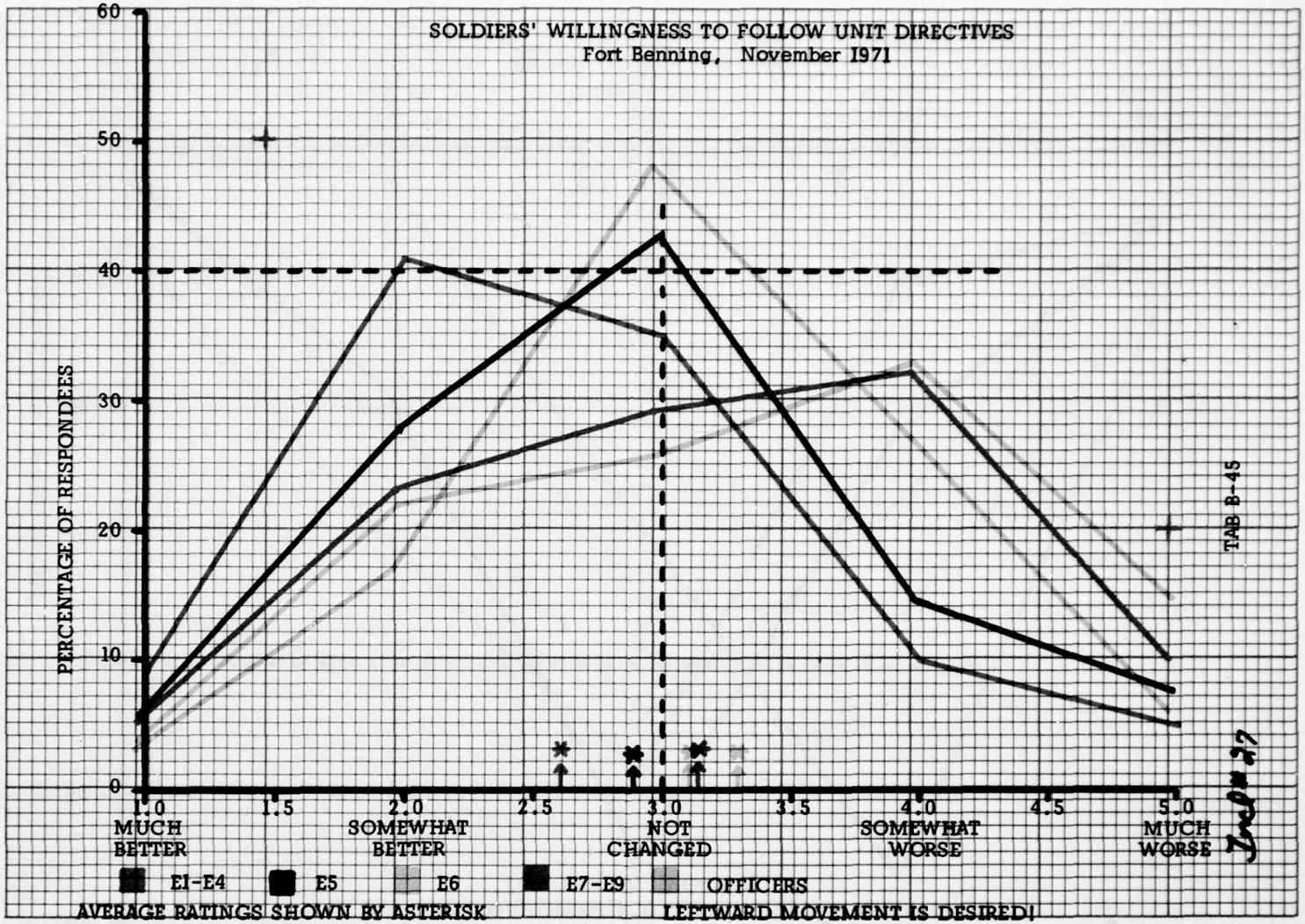

SOLDIERS' WILLINGNESS TO FOLLOW DIRECTIVES FROM OFFICERS
Fort Benning, May 1971
(62%)
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
MUCH BETTER
SOMEWHAT BETTER
NOT CHANGED
SOMEWHAT WORSE
MUCH WORSE
E1-E4
E5
E6
E7
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB B-40
Trend #22

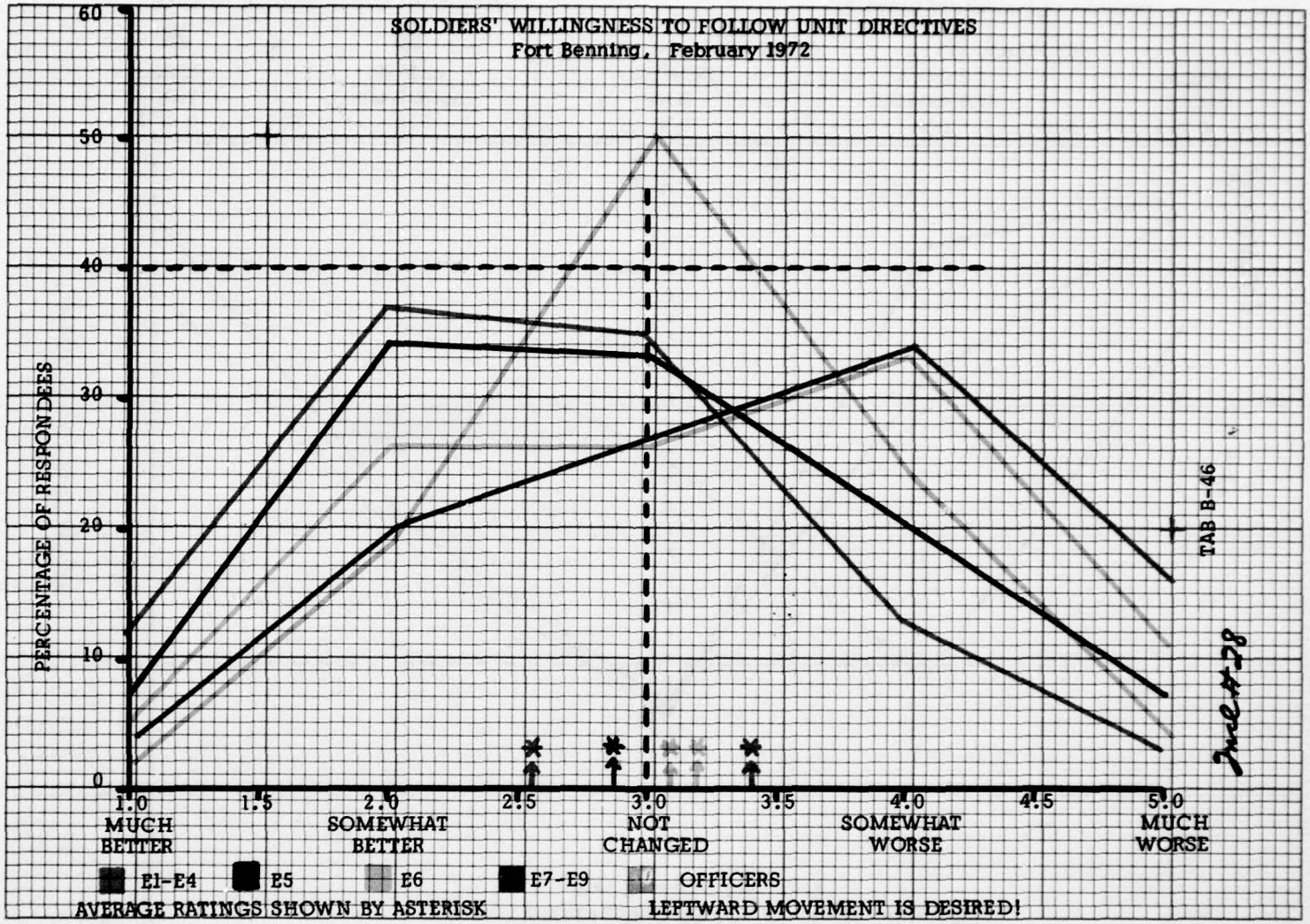

SOLDIERS' WILLINGNESS TO FOLLOW DIRECTIVES FROM OFFICERS
Fort Benning, November 1971
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
MUCH BETTER
SOMEWHAT BETTER
NOT CHANGED
SOMEWHAT WORSE
MUCH WORSE
E1-E4
E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB B-41
Trial #13

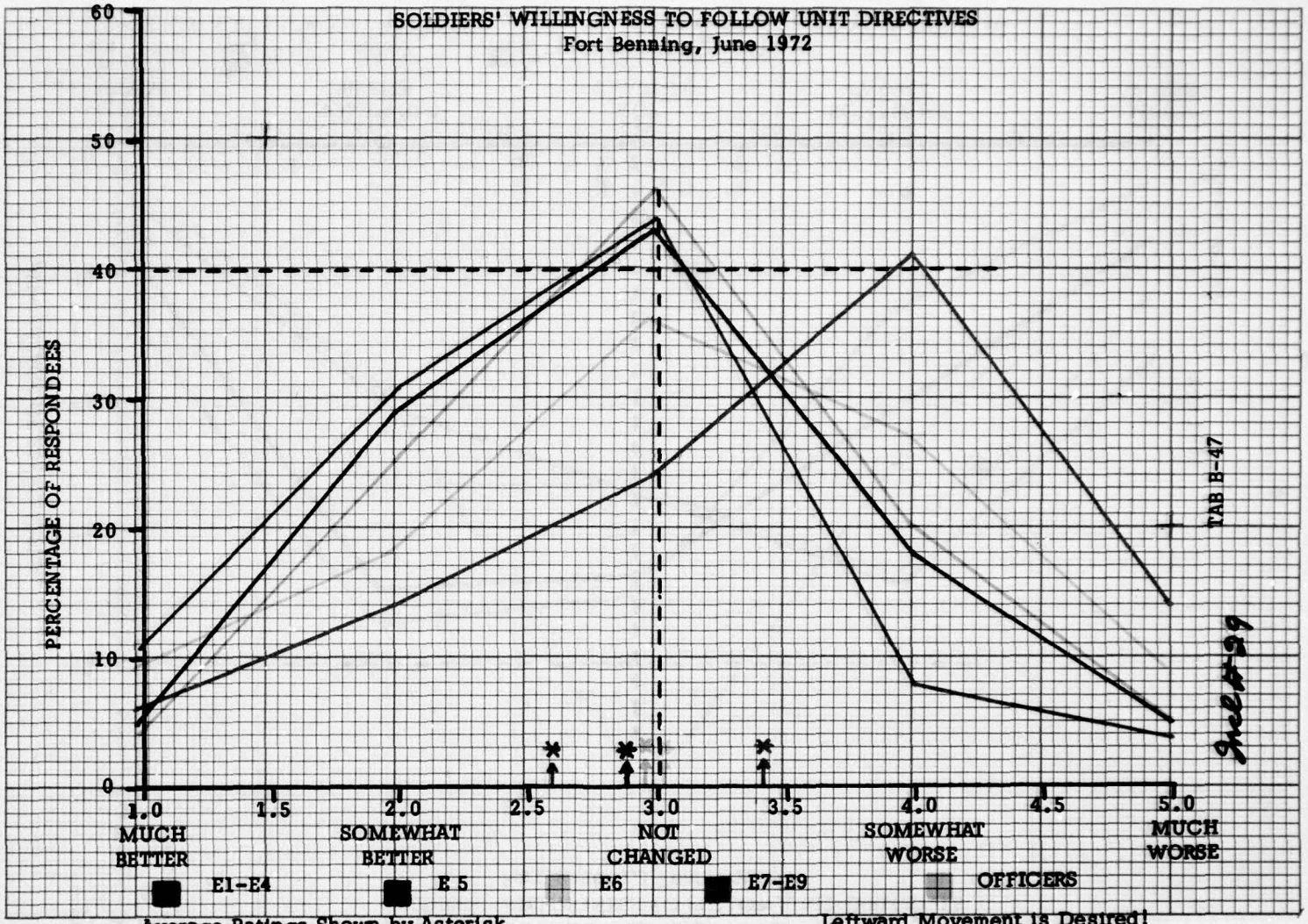

SOLDIERS' WILLINGNESS TO FOLLOW DIRECTIVES FROM OFFICERS
Fort Benning, February 1972
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0 MUCH BETTER
1.5
2.0 SOMEWHAT BETTER
2.5
3.0 NOT CHANGED
3.5
4.0 SOMEWHAT WORSE
4.5
5.0 MUCH WORSE
E1-E4
E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB B-4/2
Jan 24

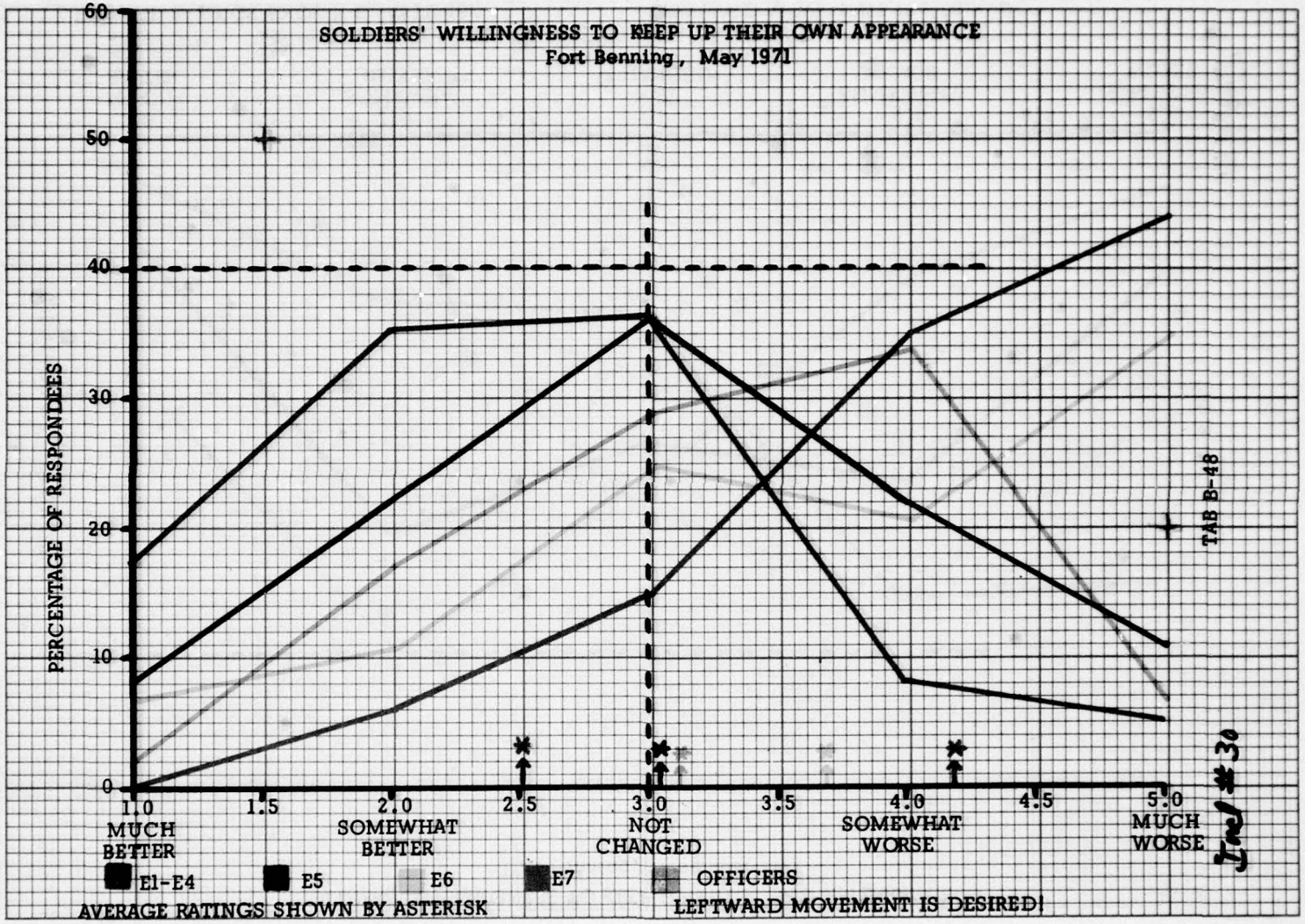

SOLDIERS' WILLINGNESS TO FOLLOW DIRECTIVES FROM OFFICERS
Fort Benning, June 1972
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
MUCH BETTER
1.5
2.0
SOMEWHAT BETTER
2.5
3.0
NOT CHANGED
3.5
4.0
SOMEWHAT WORSE
4.5
5.0
MUCH WORSE
E1-E4
E5
E6
E7-E9
OFFICERS
Average Ratings Shown by Asterisk
Leftward Movement is Desired!
TAB B-43

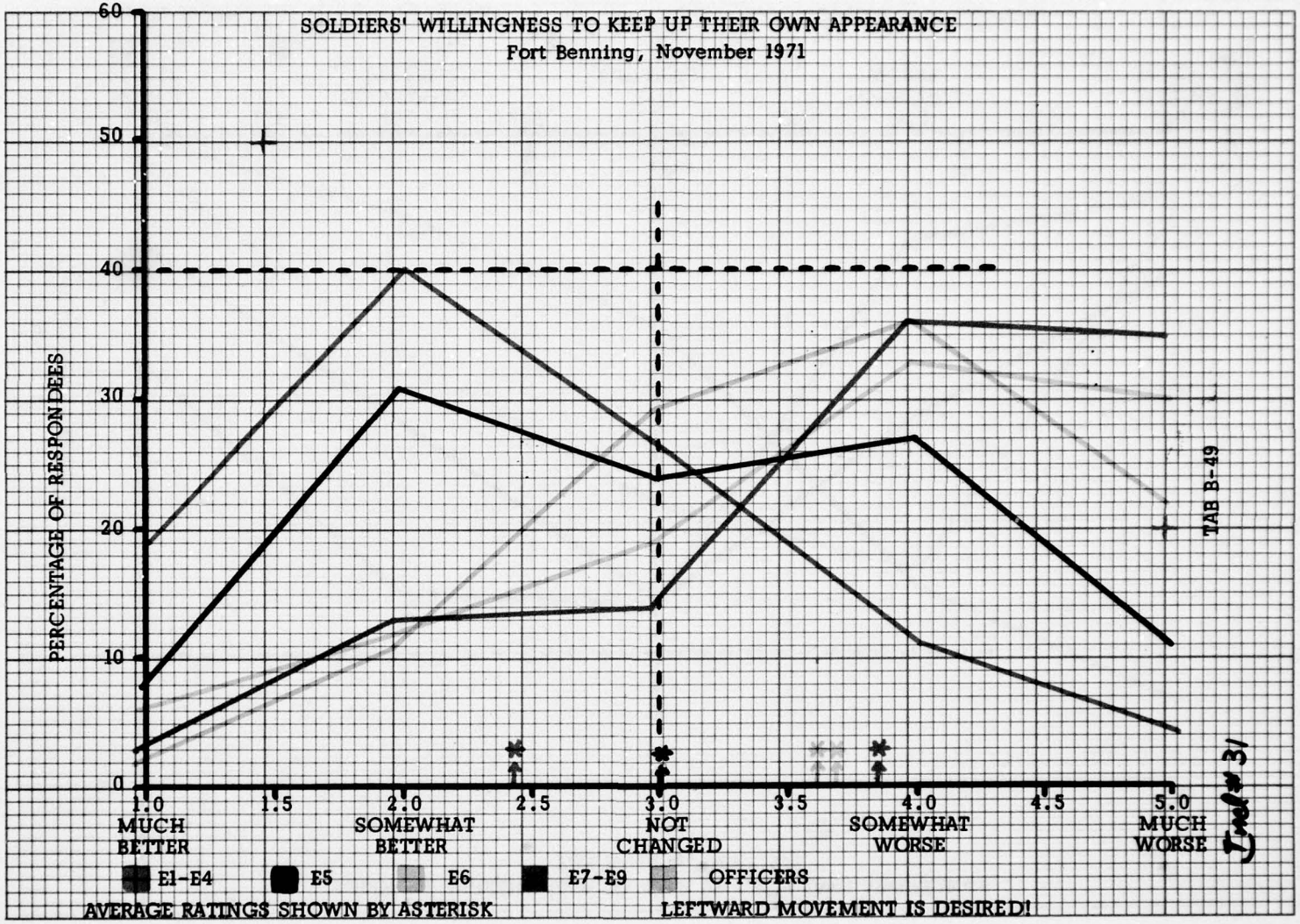

SOLDIERS' WILLINGNESS TO FOLLOW UNIT DIRECTIVES
Fort Benning, May 1971
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
MUCH BETTER
SOMEWHAT BETTER
NOT CHANGED
SOMEWHAT WORSE
MUCH WORSE
E1-E4
E5
E6
E7
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB B-44

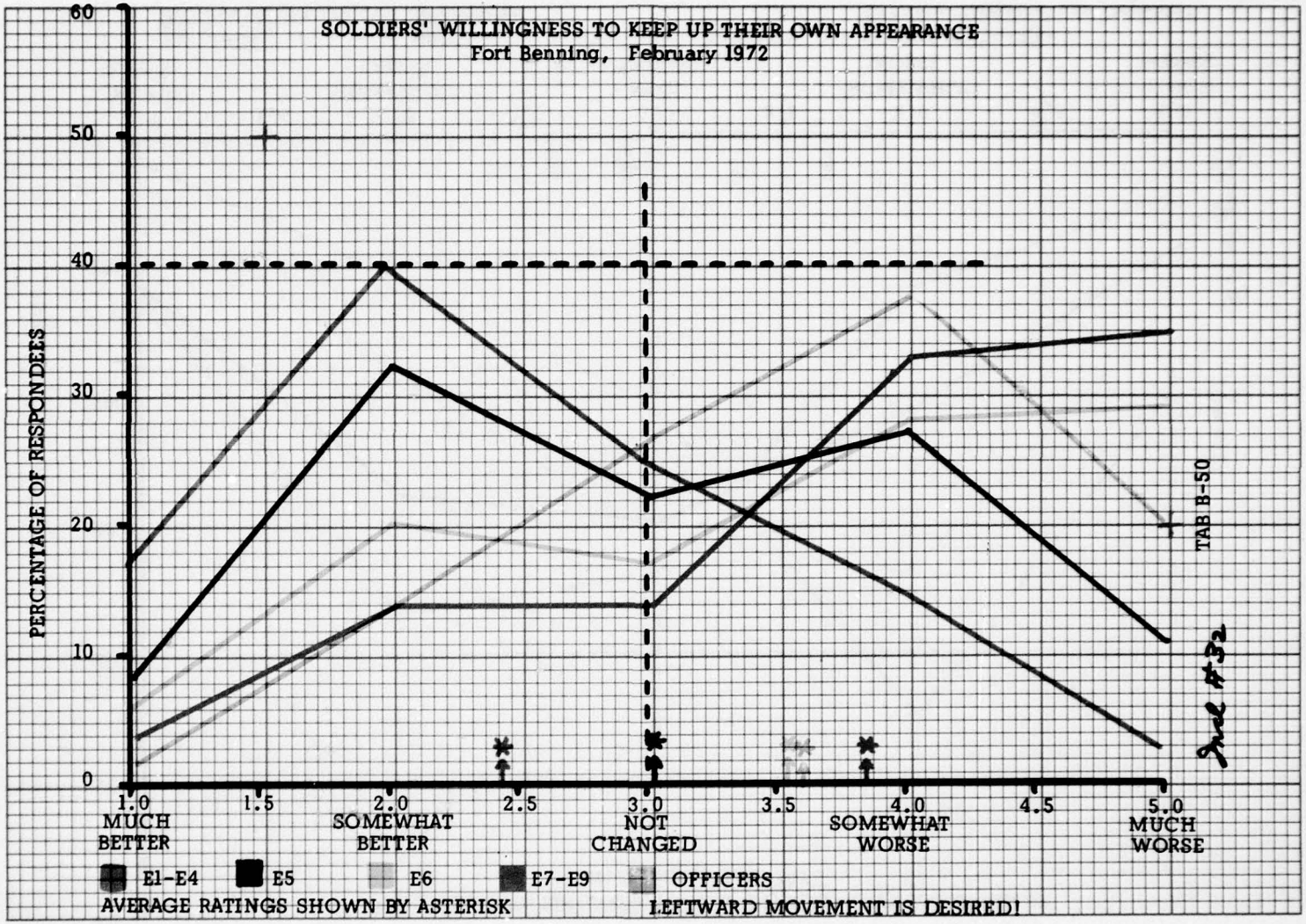

SOLDIERS' WILLINGNESS TO FOLLOW UNIT DIRECTIVES
Fort Benning, November 1971
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
MUCH BETTER
SOMEWHAT BETTER
NOT CHANGED
SOMEWHAT WORSE
MUCH WORSE
E1-E4
E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB B-45

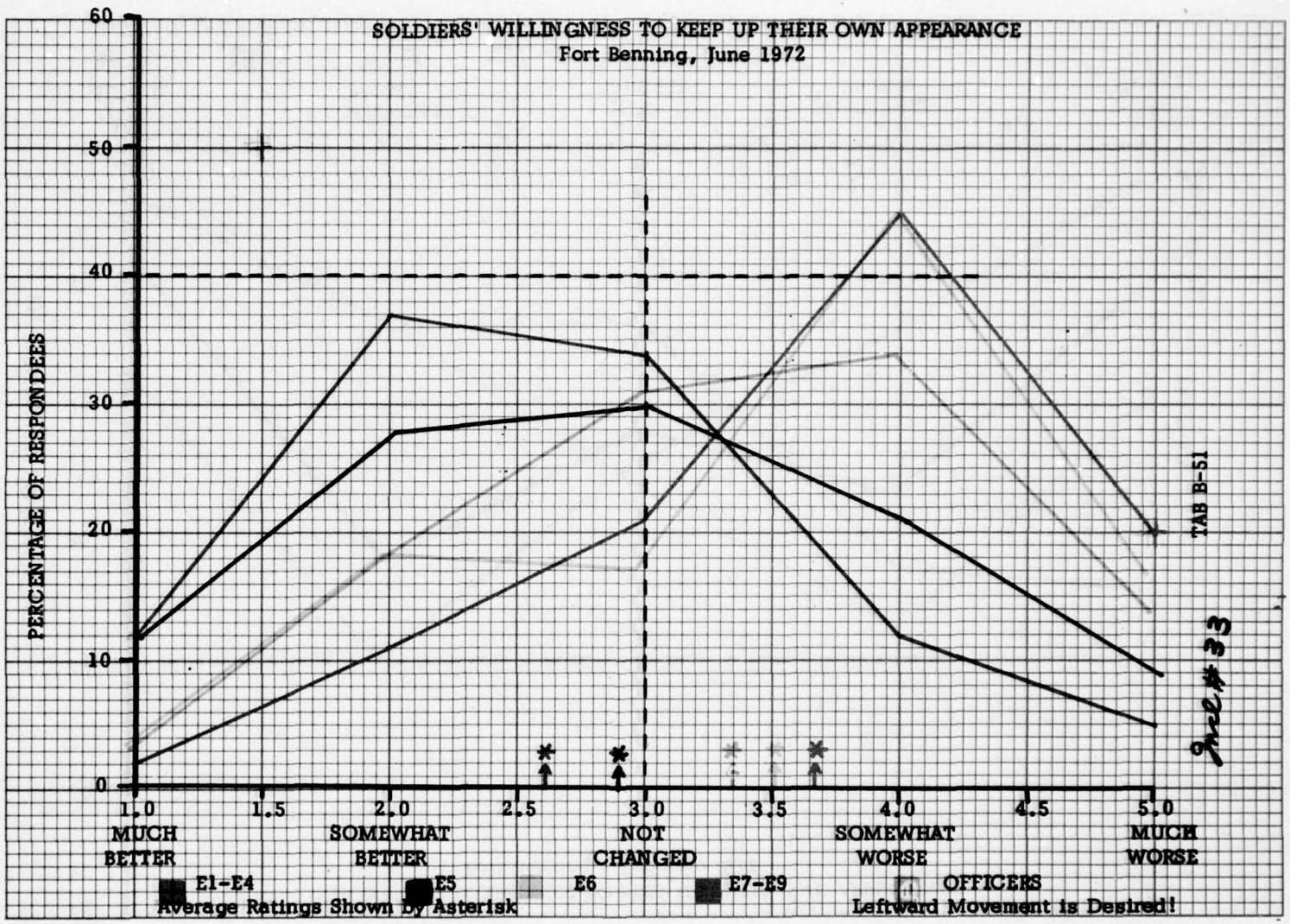

SOLDIERS' WILLINGNESS TO FOLLOW UNIT DIRECTIVES
Fort Benning, February 1972
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
MUCH BETTER
SOMEWHAT BETTER
NOT CHANGED
SOMEWHAT WORSE
MUCH WORSE
E1-E4
E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB B-46
June 28

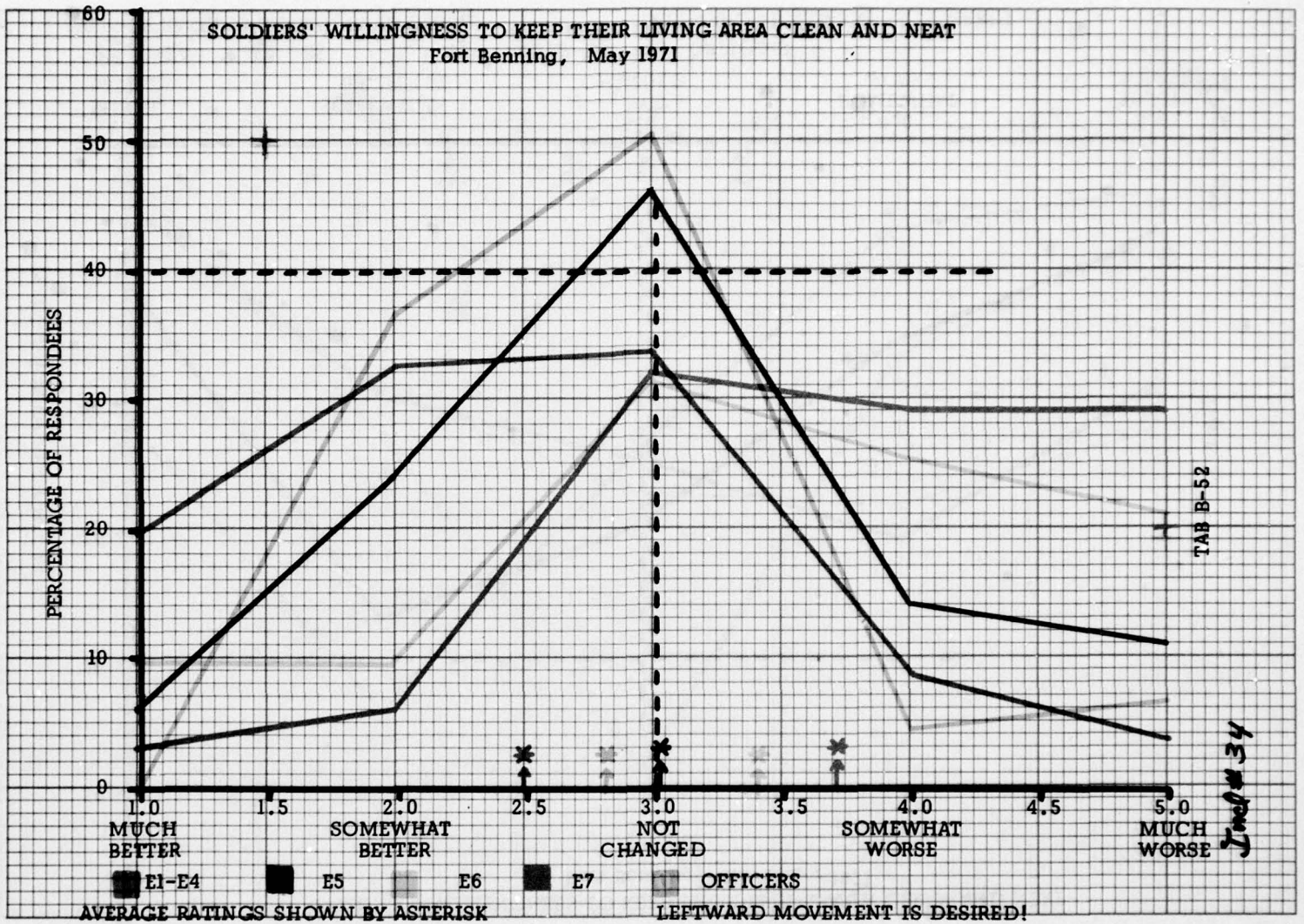

SOLDIERS' WILLINGNESS TO FOLLOW UNIT DIRECTIVES
Fort Benning, June 1972
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
MUCH BETTER
1.5
2.0
SOMEWHAT BETTER
2.5
3.0
NOT CHANGED
3.5
4.0
SOMEWHAT WORSE
4.5
5.0
MUCH WORSE
E1-E4
E 5
E6
E7-E9
OFFICERS
Average Ratings Shown by Asterisk
Leftward Movement is Desired!
TAB B-47
Jul #99

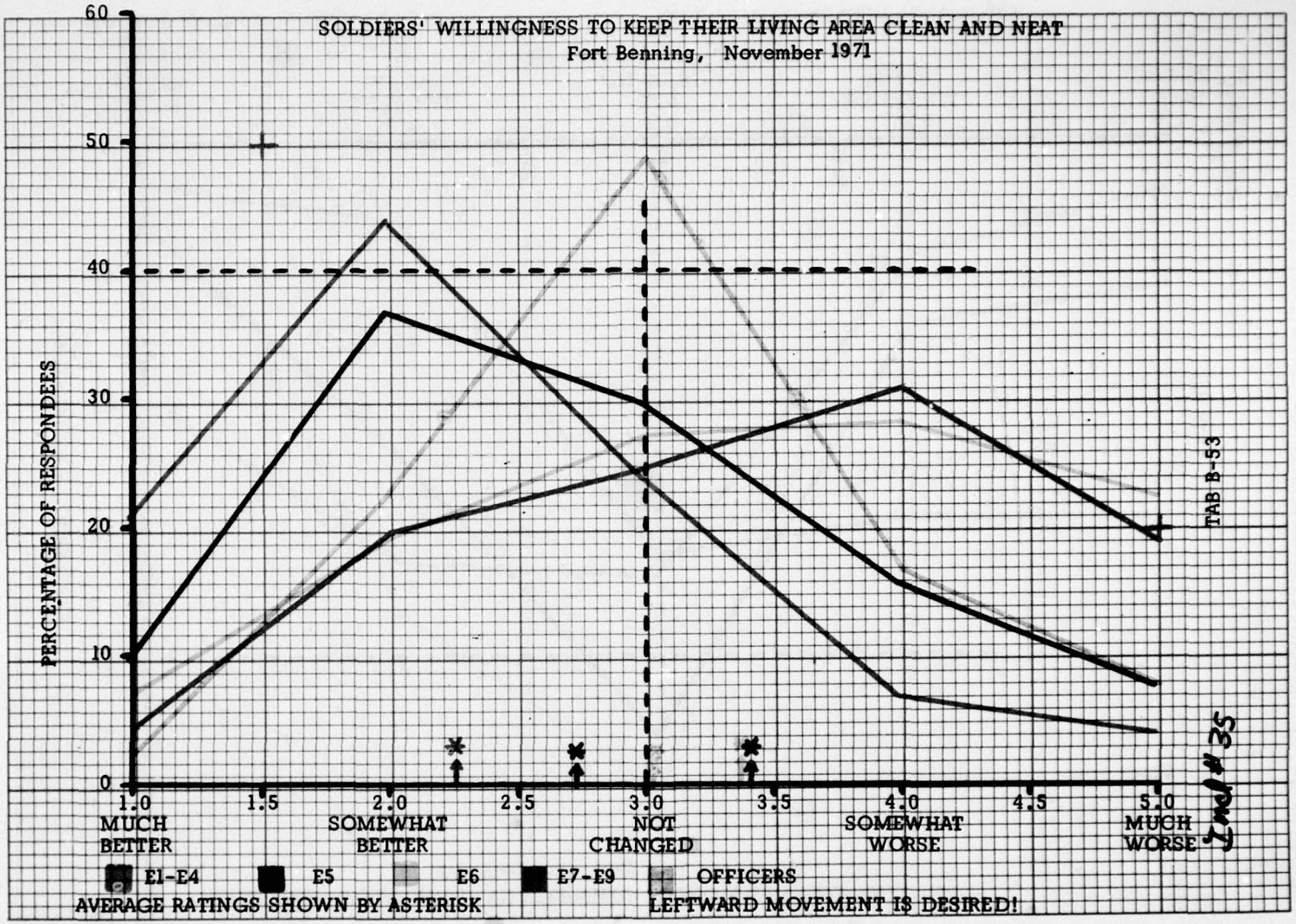

SOLDIERS' WILLINGNESS TO KEEP UP THEIR OWN APPEARANCE
Fort Benning, May 1971
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
MUCH BETTER
1.5
2.0
SOMEWHAT BETTER
2.5
3.0
NOT CHANGED
3.5
4.0
SOMEWHAT WORSE
4.5
5.0
MUCH WORSE
E1-E4
E5
E6
E7
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB B-48
Trial # 30

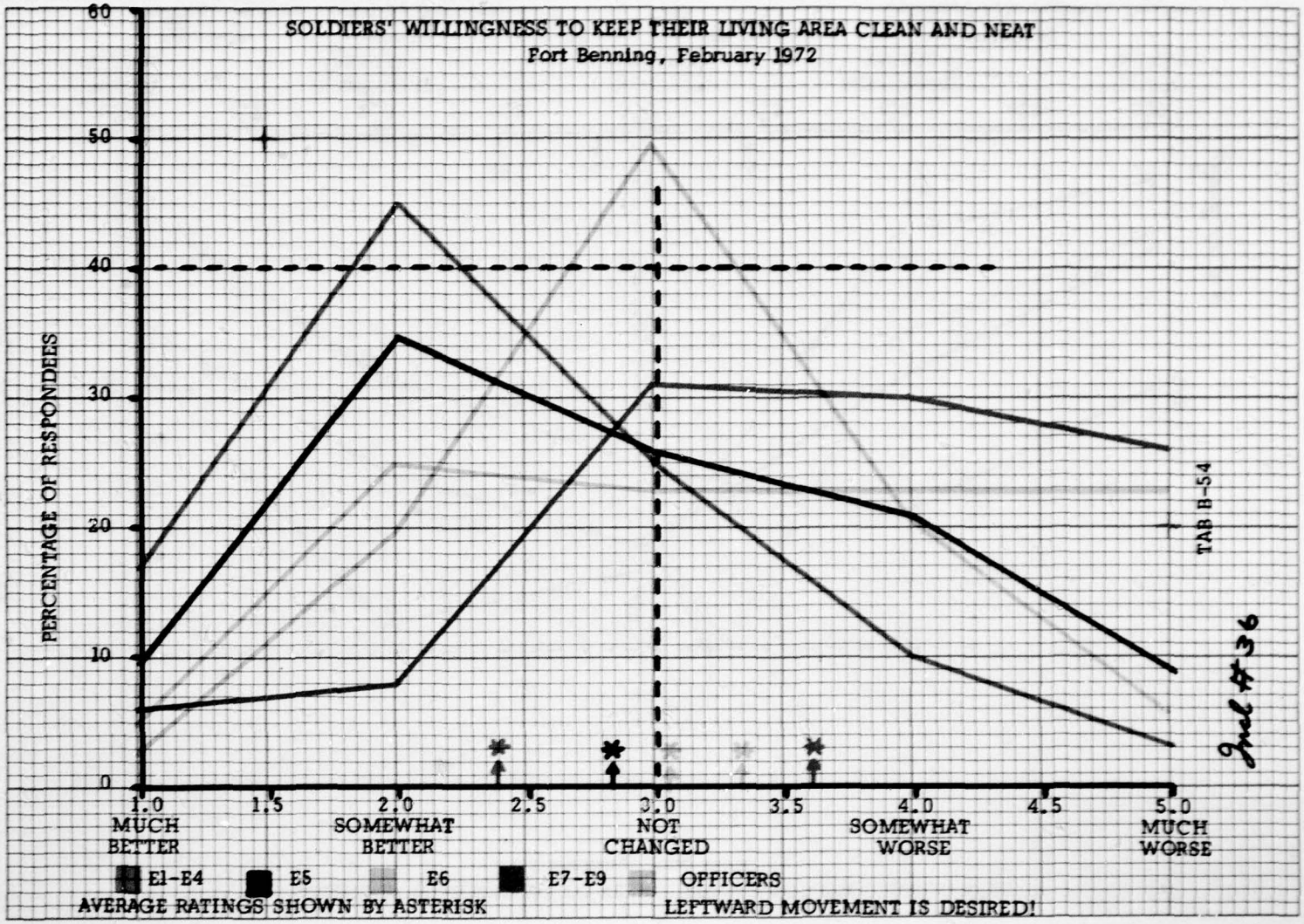

SOLDIERS' WILLINGNESS TO KEEP UP THEIR OWN APPEARANCE
Port Benning, November 1971
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
MUCH BETTER
SOMEWHAT BETTER
NOT CHANGED
SOMEWHAT WORSE
MUCH WORSE
E1-E4
E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB B-49
Trial Ex 31

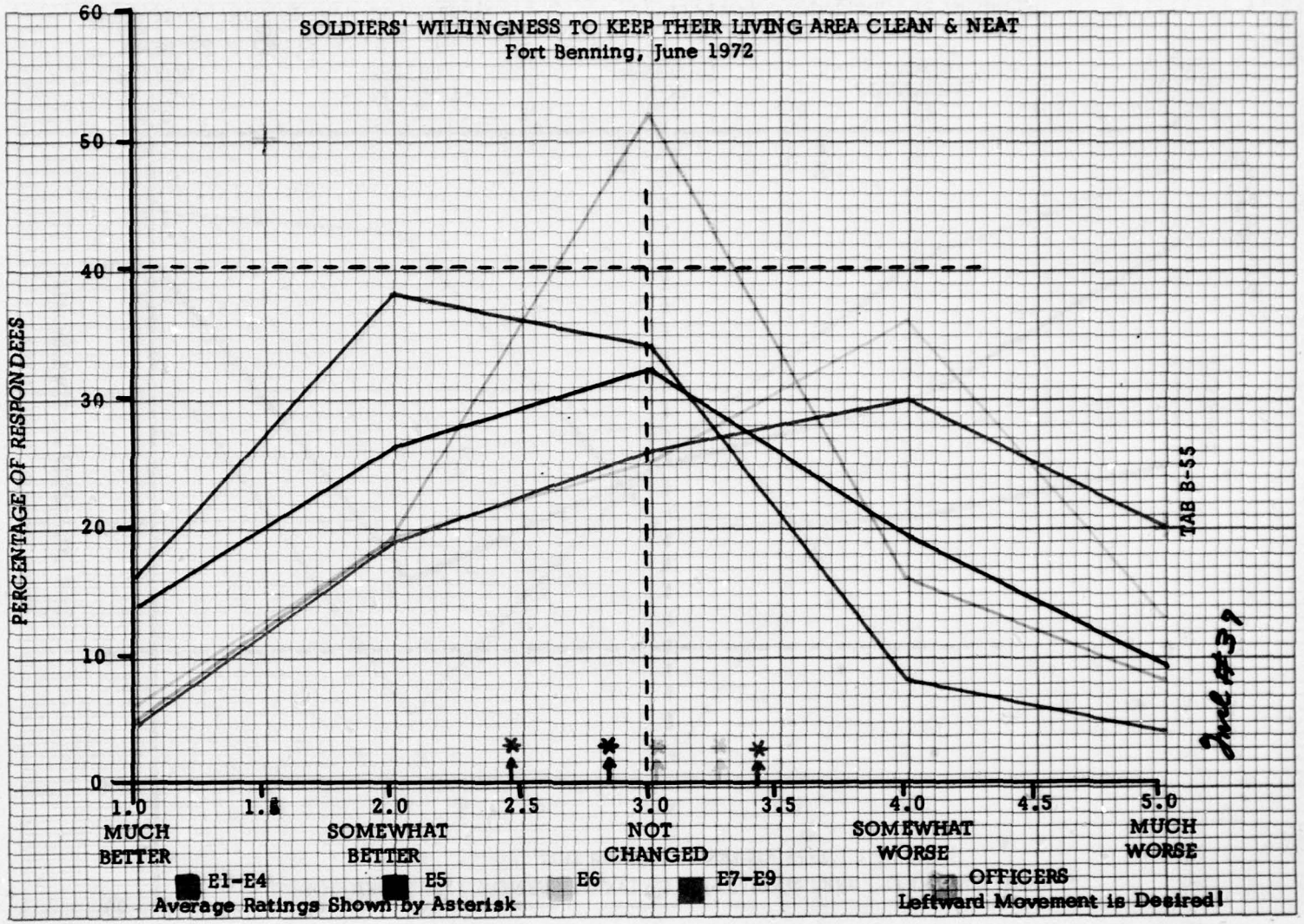

SOLDIERS' WILLINGNESS TO KEEP UP THEIR OWN APPEARANCE
Fort Benning, February 1972
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
MUCH BETTER
SOMEWHAT BETTER
NOT CHANGED
SOMEWHAT WORSE
MUCH WORSE
E1-E4
E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB B-50
Incl #32

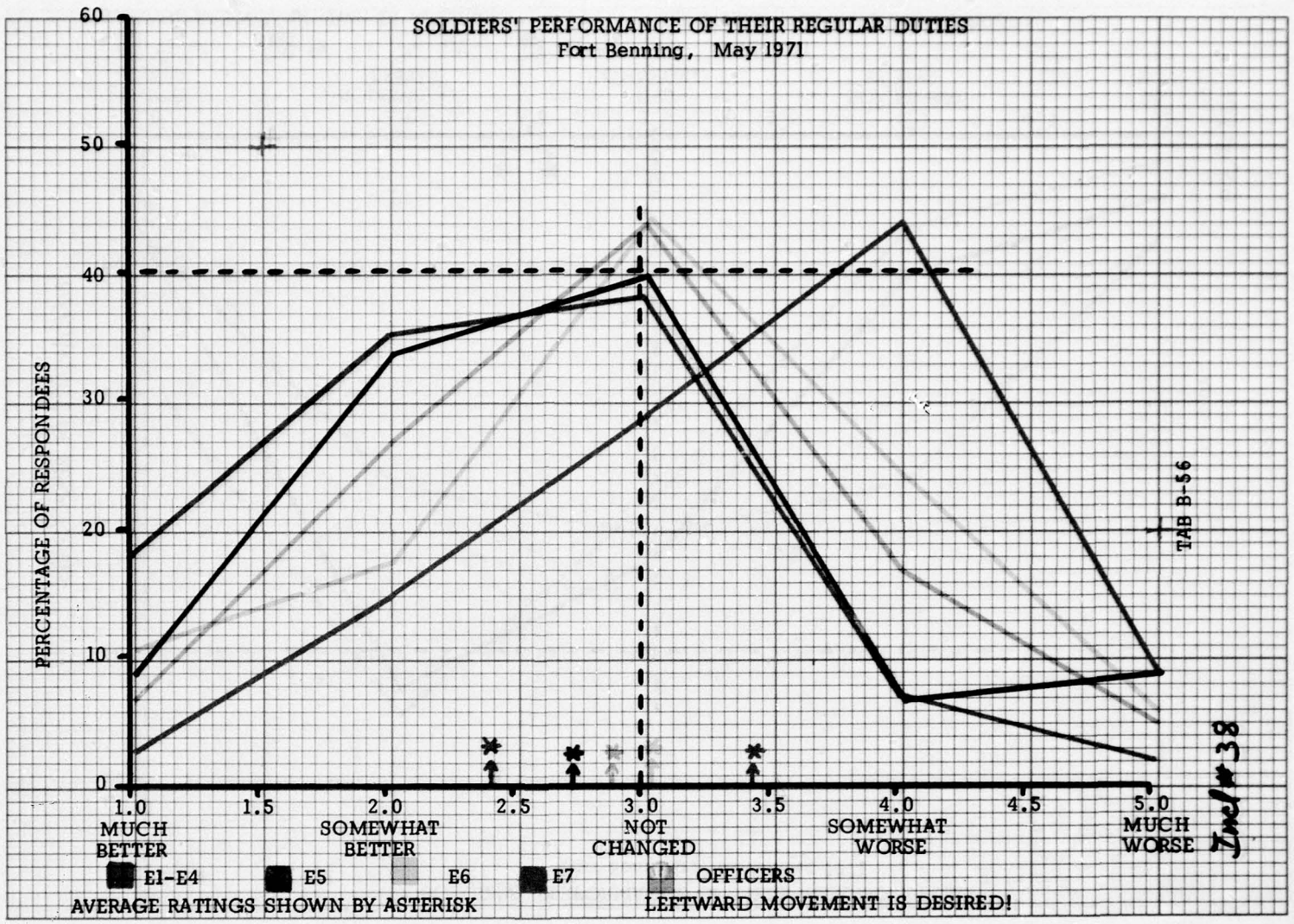

SOLDIERS' WILLINGNESS TO KEEP UP THEIR OWN APPEARANCE
Fort Benning, June 1972
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
MUCH BETTER
SOMEWHAT BETTER
NOT CHANGED
SOMEWHAT WORSE
MUCH WORSE
E1-E4
E5
E6
E7-E9
OFFICERS
Average Ratings Shown By Asterisk
Leftward Movement is Desired!
TAB B-51
Incl #33


SOLDIERS' WILLINGNESS TO KEEP THEIR LIVING AREA CLEAN AND NEAT
Fort Benning, May 1971
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
MUCH BETTER
1.5
2.0
SOMEWHAT BETTER
2.5
3.0
NOT CHANGED
3.5
4.0
SOMEWHAT WORSE
4.5
5.0
MUCH WORSE
E1-E4
E5
E6
E7
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB B-52
Incl #34


SOLDIERS' WILLINGNESS TO KEEP THEIR LIVING AREA CLEAN AND NEAT
Fort Benning, November 1971
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0 MUCH BETTER
1.5
2.0 SOMEWHAT BETTER
2.5
3.0 NOT CHANGED
3.5
4.0 SOMEWHAT WORSE
4.5
5.0 MUCH WORSE
E1-E4
E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB B-53
Ind # 35

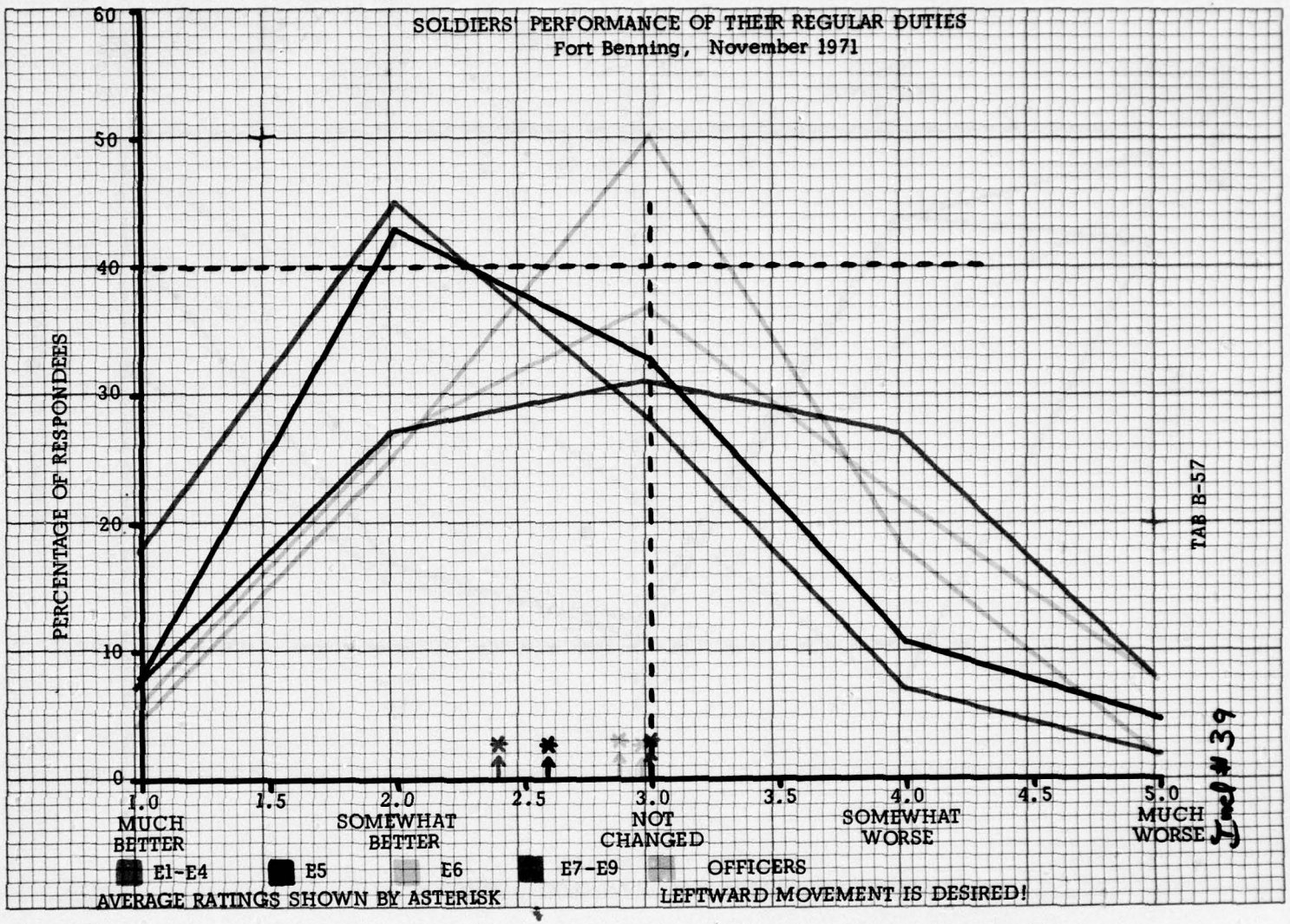

SOLDIERS' WILLINGNESS TO KEEP THEIR LIVING AREA CLEAN AND NEAT
Fort Benning, February 1972
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0 MUCH BETTER
1.5
2.0 SOMEWHAT BETTER
2.5
3.0 NOT CHANGED
3.5
4.0 SOMEWHAT WORSE
4.5
5.0 MUCH WORSE
E1-E4
E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB B-54
Incl #36

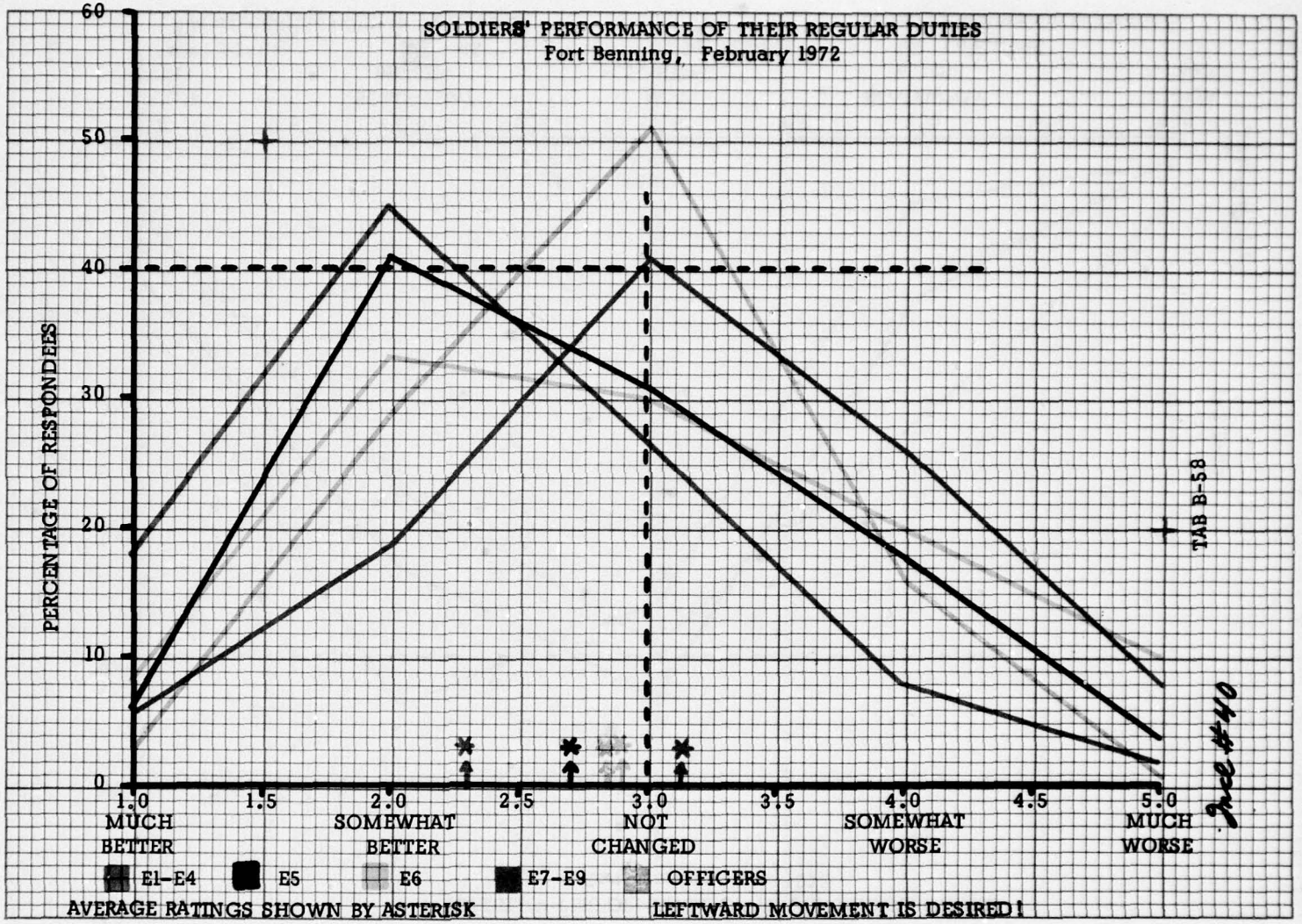

SOLDIERS' WILLINGNESS TO KEEP THEIR LIVING AREA CLEAN & NEAT
Fort Benning, June 1972
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
MUCH BETTER
1.5
2.0
SOMEWHAT BETTER
2.5
3.0
NOT CHANGED
3.5
4.0
SOMEWHAT WORSE
4.5
5.0
MUCH WORSE
E1-E4
E5
E6
E7-E9
OFFICERS
Average Ratings Shown by Asterisk
Leftward Movement is Desired!
TAB B-55

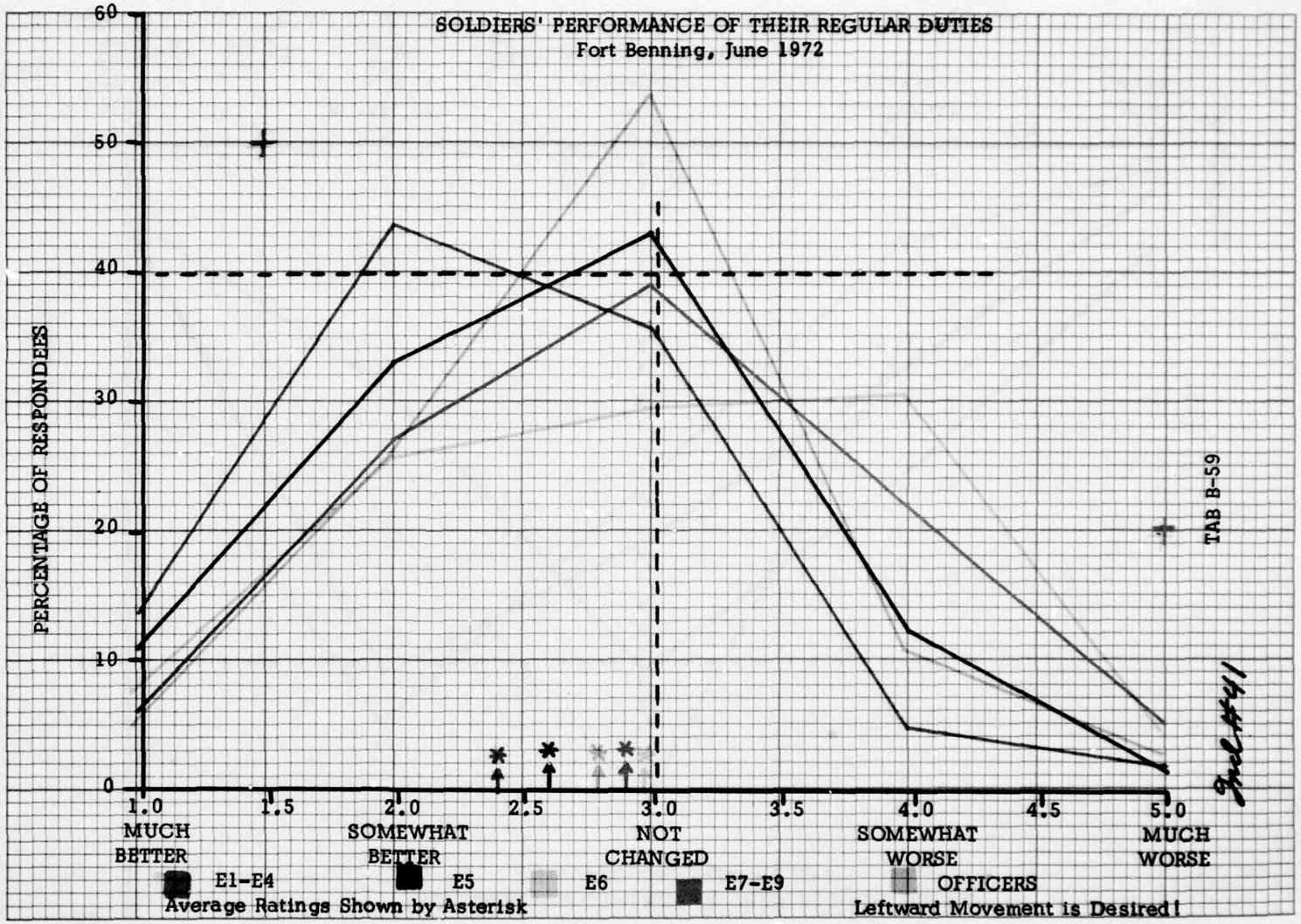

SOLDIERS' PERFORMANCE OF THEIR REGULAR DUTIES
Fort Benning, May 1971
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
MUCH BETTER
1.5
2.0
SOMEWHAT BETTER
2.5
3.0
NOT CHANGED
3.5
4.0
SOMEWHAT WORSE
4.5
5.0
MUCH WORSE
E1-E4
E5
E6
E7
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB B-56
Incl #38

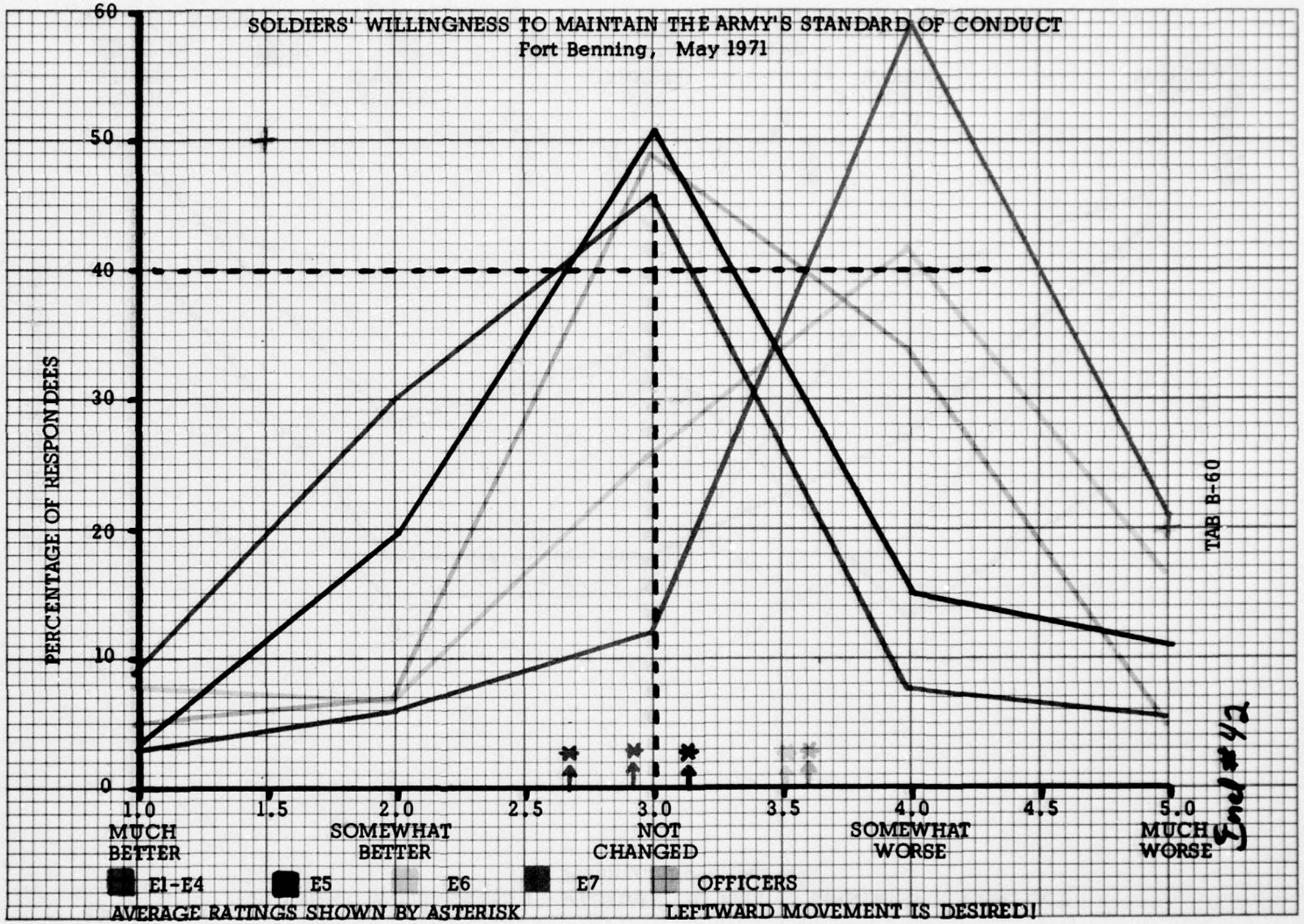
TAB B-43

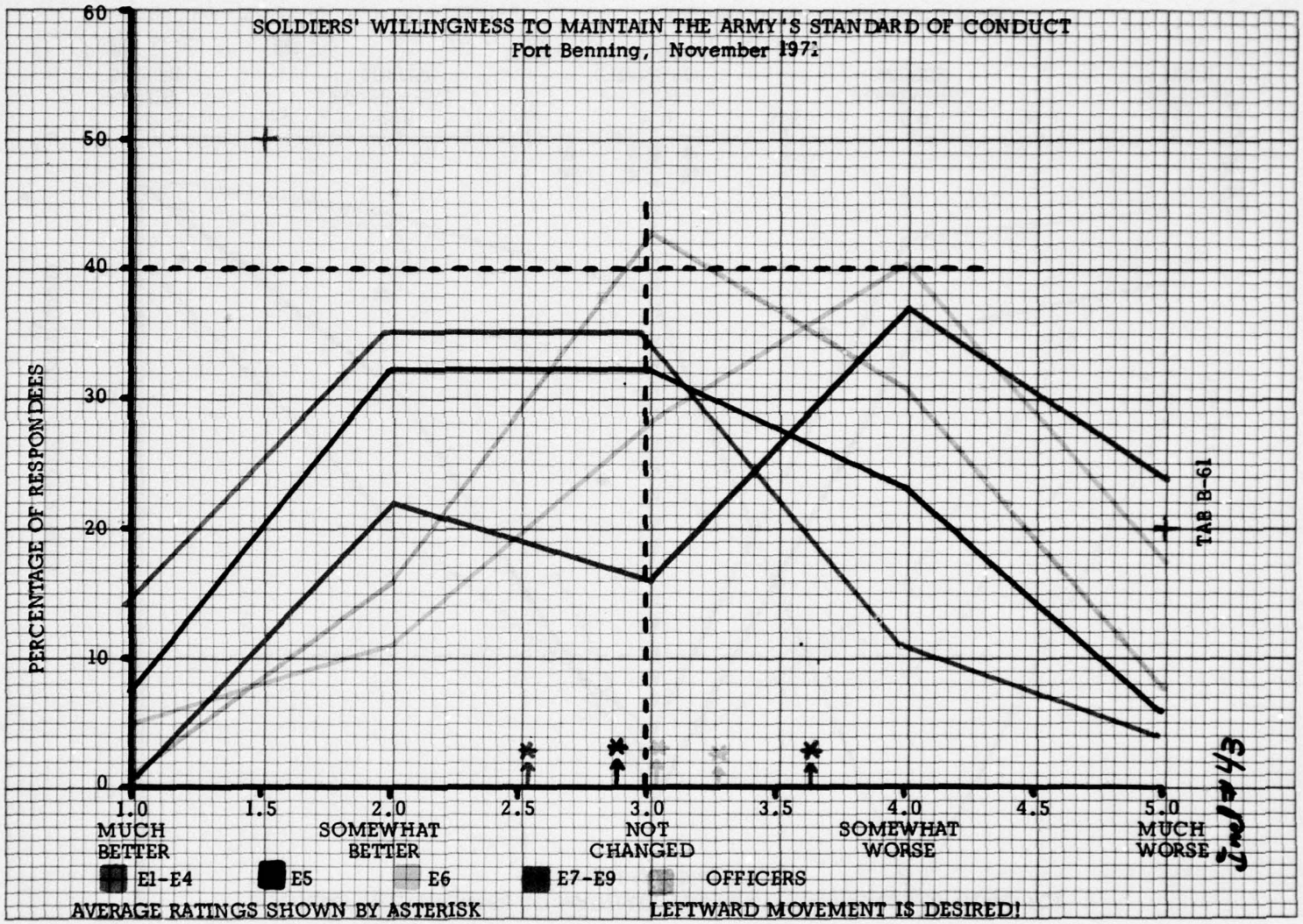
Item 25




SOLDIERS' PERFORMANCE OF THEIR REGULAR DUTIES
Fort Benning, February 1972
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
MUCH BETTER
SOMEWHAT BETTER
NOT CHANGED
SOMEWHAT WORSE
MUCH WORSE
E1-E4
E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB B-58

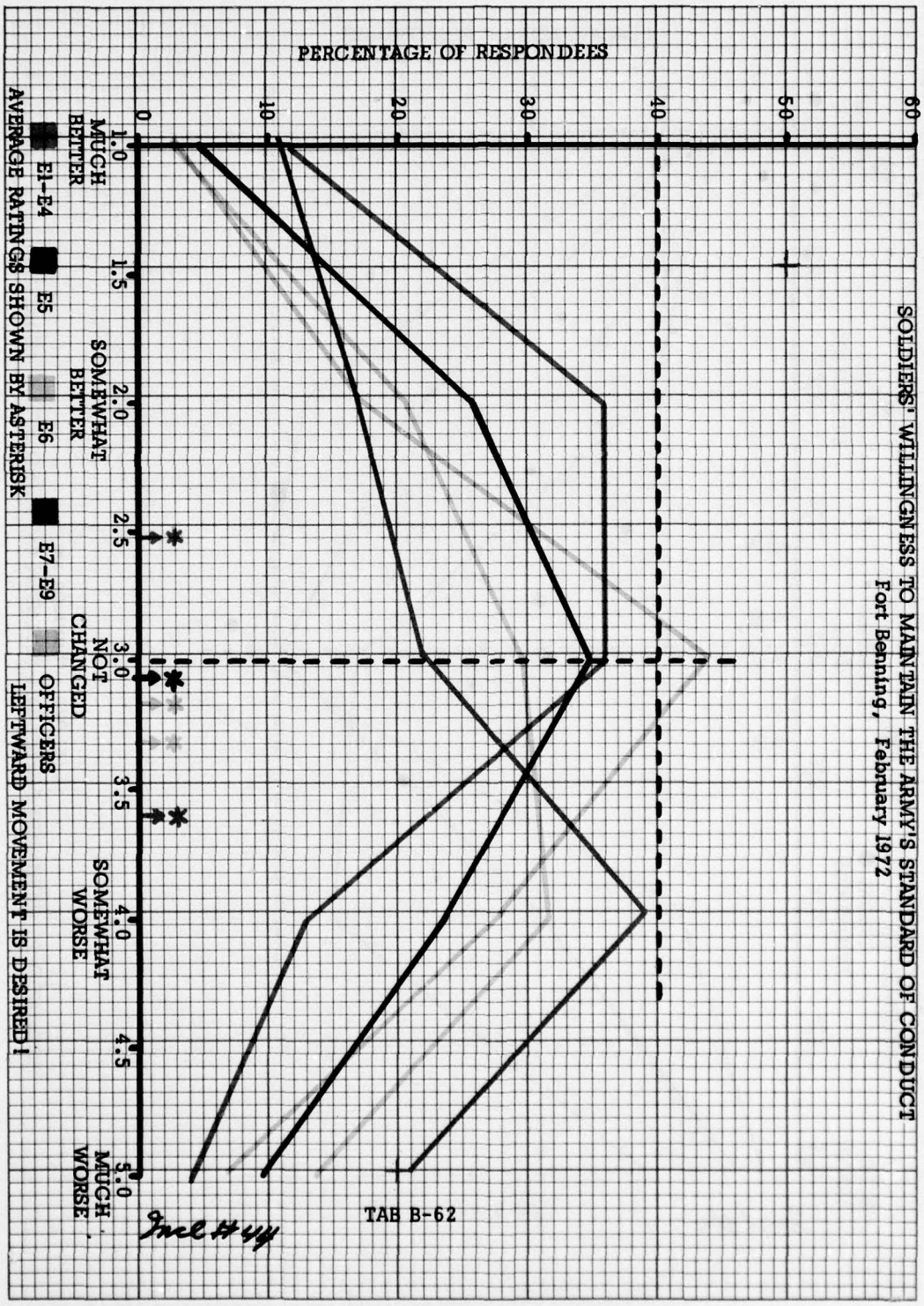

SOLDIERS' PERFORMANCE OF THEIR REGULAR DUTIES
Fort Benning, June 1972
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
MUCH BETTER
1.5
2.0
SOMEWHAT BETTER
2.5
3.0
NOT CHANGED
3.5
4.0
SOMEWHAT WORSE
4.5
5.0
MUCH WORSE
E1-E4
E5
E6
E7-E9
OFFICERS
Average Ratings Shown by Asterisk
Leftward Movement is Desired!
TAB B-59


SOLDIERS' WILLINGNESS TO MAINTAIN THE ARMY'S STANDARD OF CONDUCT
Fort Benning, May 1971
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
MUCH BETTER
1.5
2.0
SOMEWHAT BETTER
2.5
3.0
NOT CHANGED
3.5
4.0
SOMEWHAT WORSE
4.5
5.0
MUCH WORSE
E1-E4
E5
E6
E7
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB B-60


SOLDIERS' WILLINGNESS TO MAINTAIN THE ARMY'S STANDARD OF CONDUCT
Fort Benning, November 1971
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
MUCH BETTER
SOMEWHAT BETTER
NOT CHANGED
SOMEWHAT WORSE
MUCH WORSE
E1-E4
E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB B-61

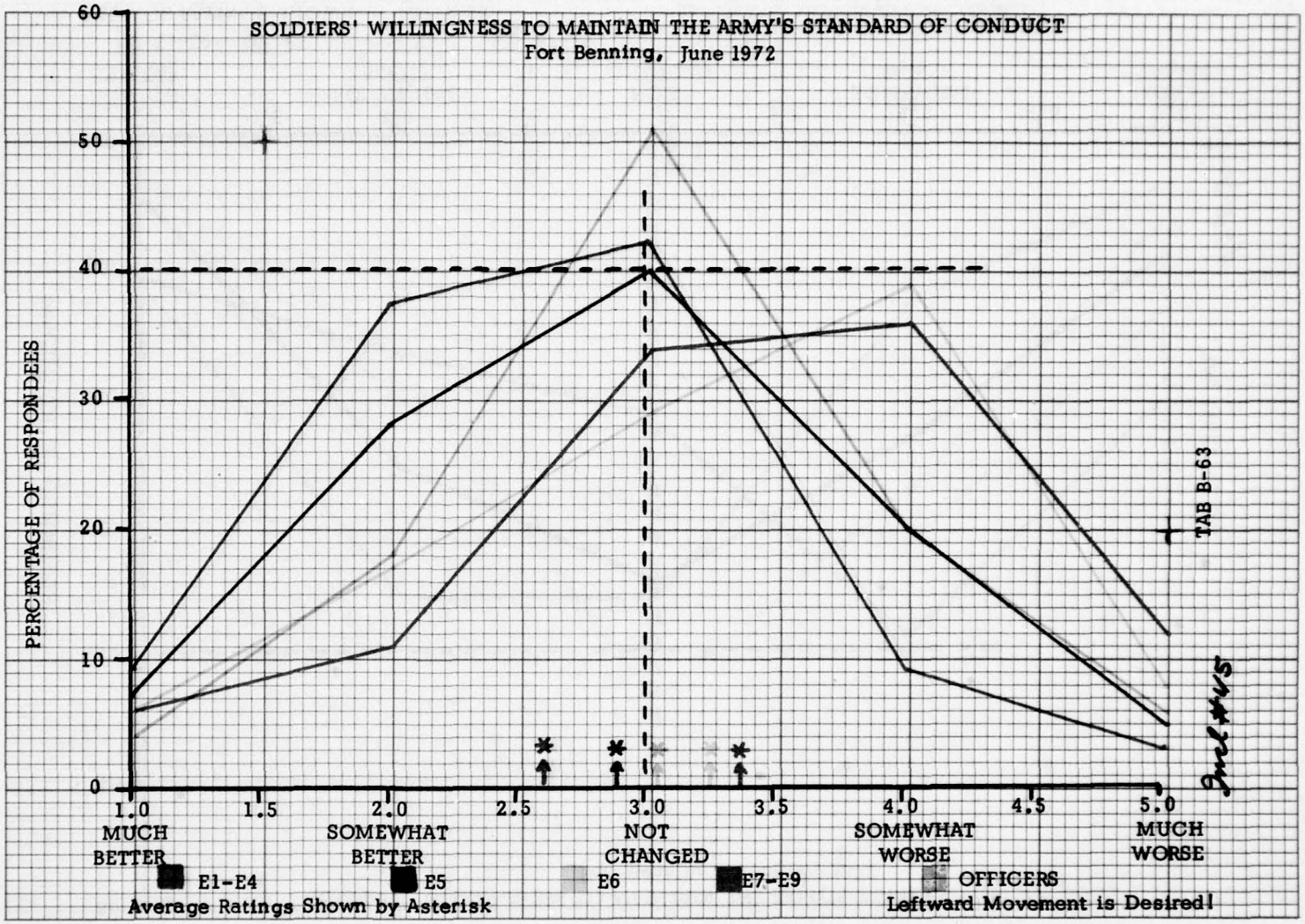
Incl #30

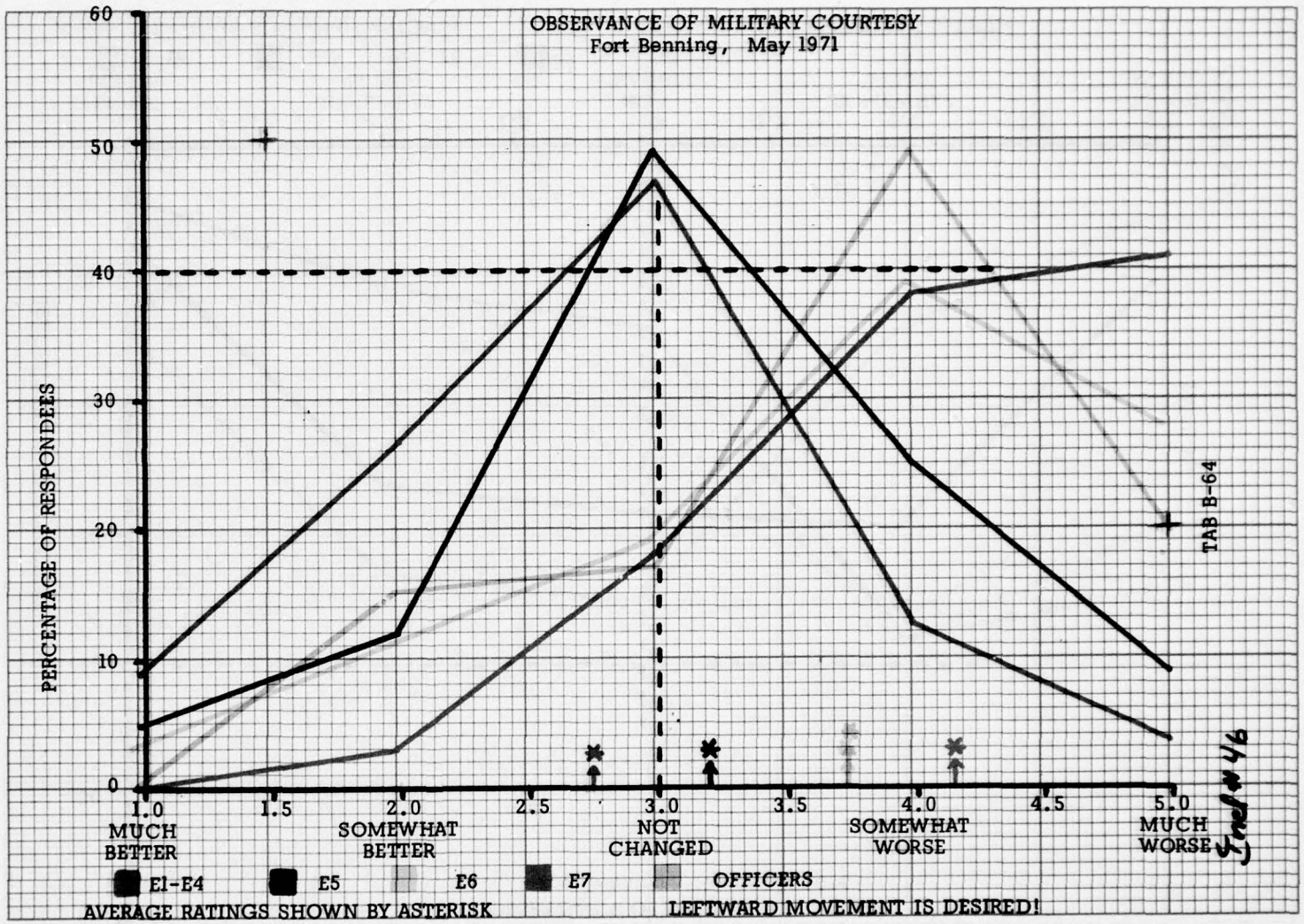
TAB B-48

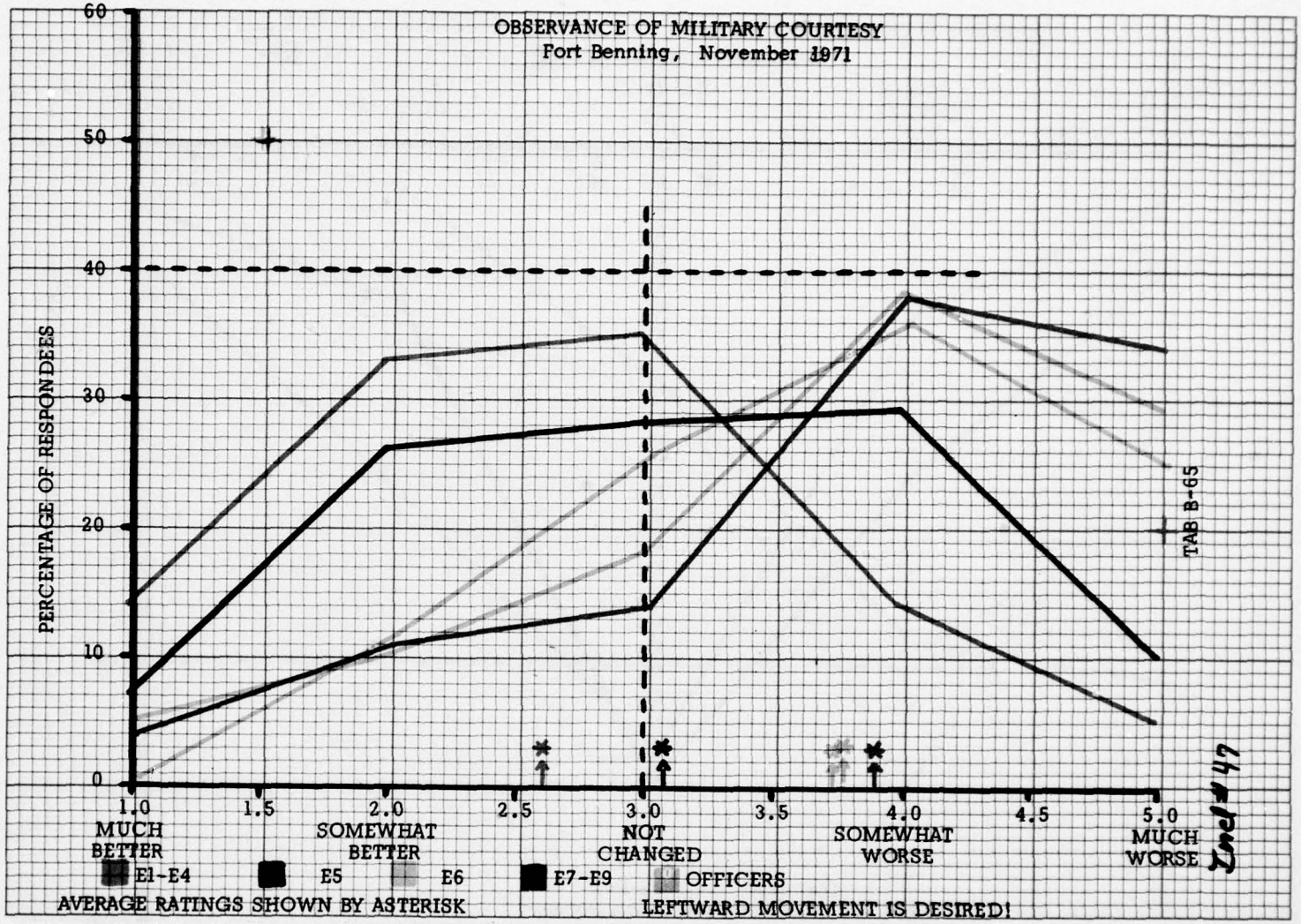


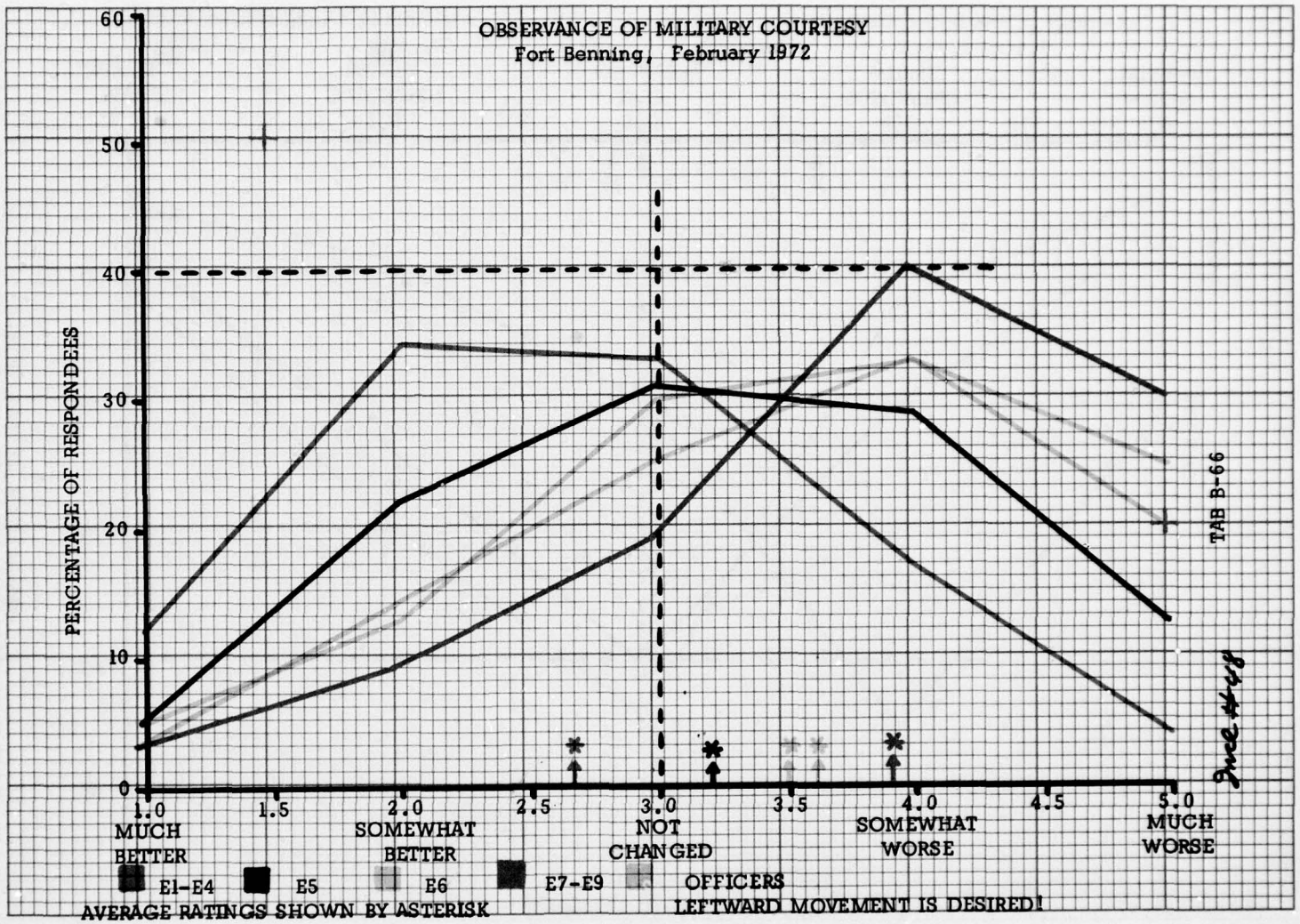
Incl #44

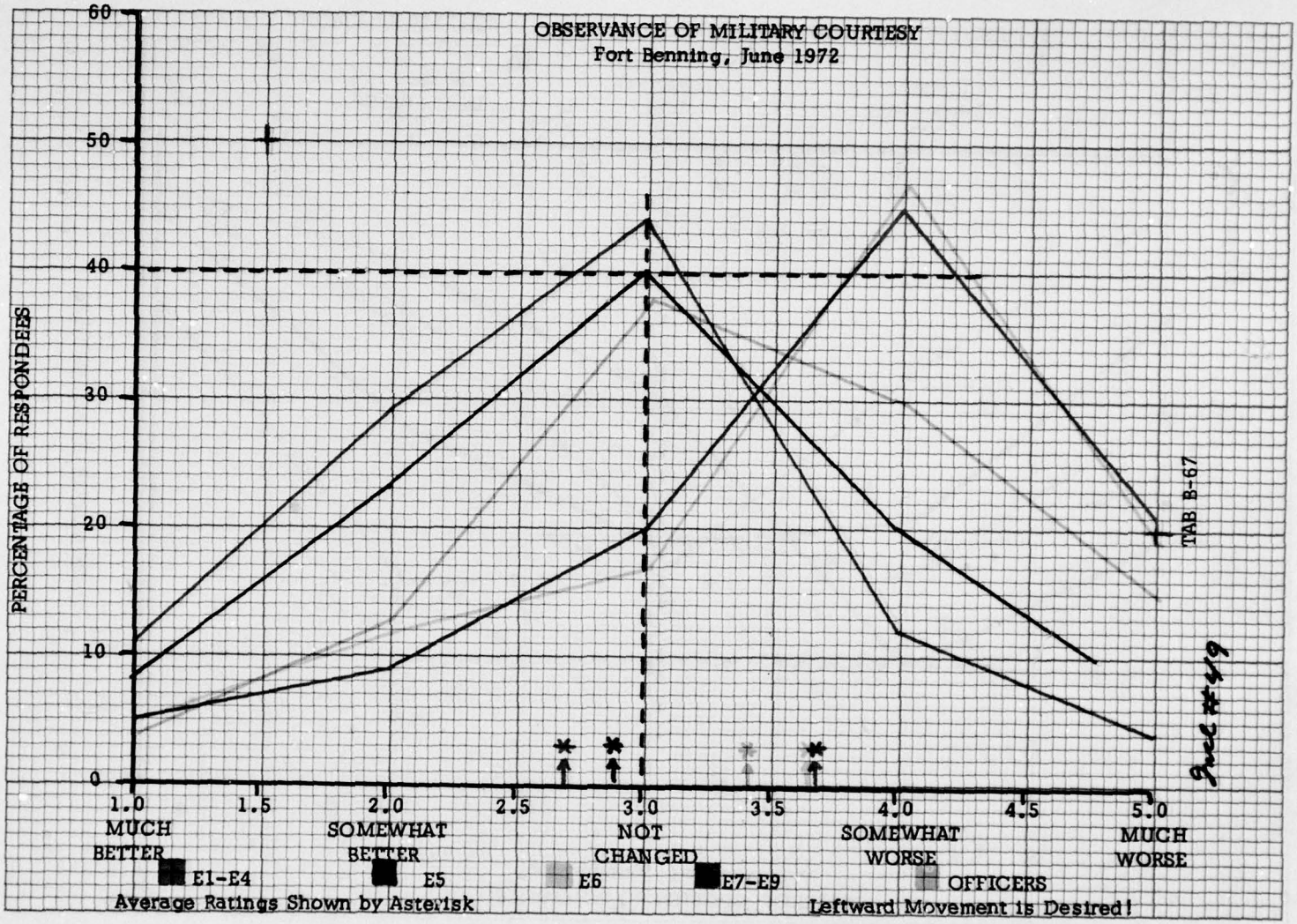
TAB B-62


SOLDIERS' WILLINGNESS TO MAINTAIN THE ARMY'S STANDARD OF CONDUCT
Fort Benning, June 1972
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
MUCH BETTER
1.5
2.0
SOMEWHAT BETTER
2.5
3.0
NOT CHANGED
3.5
4.0
SOMEWHAT WORSE
4.5
5.0
MUCH WORSE
E1-E4
E5
E6
E7-E9
OFFICERS
Average Ratings Shown by Asterisk
Leftward Movement is Desired!
TAB B-63


OBSERVANCE OF MILITARY COURTESY
Fort Benning, May 1971
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
MUCH BETTER
1.5
2.0
SOMEWHAT BETTER
2.5
3.0
NOT CHANGED
3.5
4.0
SOMEWHAT WORSE
4.5
5.0
MUCH WORSE
E1-E4
E5
E6
E7
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB B-64


OBSERVANCE OF MILITARY COURTESY
Fort Benning, November 1971
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
MUCH BETTER
1.5
2.0
SOMEWHAT BETTER
2.5
3.0
NOT CHANGED
3.5
4.0
SOMEWHAT WORSE
4.5
5.0
MUCH WORSE
E1-E4
E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB B-65


OBSERVANCE OF MILITARY COURTESY
Fort Benning, February 1972
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
MUCH BETTER
1.5
2.0
SOMEWHAT BETTER
2.5
3.0
NOT CHANGED
3.5
4.0
SOMEWHAT WORSE
4.5
5.0
MUCH WORSE
E1-E4
E5
E6
E7-E9
OFFICERS
AVERAGE RATINGS SHOWN BY ASTERISK
LEFTWARD MOVEMENT IS DESIRED!
TAB B-66


OBSERVANCE OF MILITARY COURTESY
Fort Benning, June 1972
PERCENTAGE OF RESPONDEES
60
50
40
30
20
10
0
1.0
1.5
2.0
2.5
3.0
3.5
4.0
4.5
5.0
MUCH BETTER
SOMEWHAT BETTER
NOT CHANGED
SOMEWHAT WORSE
MUCH WORSE
E1-E4
E5
E6
E7-E9
OFFICERS
Average Ratings Shown by Asterisk
Leftward Movement is Desired!
TAB B-67
Encl #19

TAB B

SPECIAL STUDIES

Part II

Analysis of Reenlisting and Separating Interviews

DEPARTMENT OF THE ARMY
HEADQUARTERS UNITED STATES ARMY INFANTRY CENTER
FORT BENNING, GEORGIA 31905

AJIVA

30 June 1972

MEMORANDUM FOR: LIEUTENANT COLONEL DOCTOR

SUBJECT: Interviews of Reenlisting and Separating Enlisted Men

1. Attached at Inclosure 1 are the analyses of the Reenlistment and Separation Interviews which were conducted during the period of the VOLAR field experiment at Fort Benning.

2. From this study it is evident that Project VOLAR is recognized by enlisted soldiers of all ranks as having had a very powerful impact on the desirability of Army service as a career. The findings also indicate that a significant portion of reenlistees are soldiers with families toward whom they logically feel a substantial responsibility as head of the family. Specific VOLAR actions which support, or contribute to satisfying this responsibility, are found to strongly distinguish between the reenlisting and separating groups of soldiers. It is found that, when considering the four general attitude "need" areas of: (9) Ego Involvement; (2) Security; (3) Inequities; and, (4) Leadership, satisfaction of security needs probably is most important to reenlistees. On the other hand, job satisfaction as a part of Ego Involvement is not high. This indicates that future efforts might achieve greatest success if ways could be found to increase job satisfaction among both the reenlisting and separating soldiers.

3. Perhaps most importantly in these findings is the point that there are two different groups to which the Army needs to have appeal. The first is the more stable group with the more mature career intentions, who are most likely to have family responsibilities. This soldier, when he reenlists, is probably making a long-term decision regarding his career. Actions to enhance the stability of this soldier's home environment would increase the attractiveness of the Army as a career. The second group is

predictably the requisite transient group whose members are generally unmarried and have less mature career interests than the members of the first group. Their initial interests are probably to use the Army as a "springboard" to further possible civilian careers at a future time. In that the Army needs this recurring supply of the "transients", it is obviously unwise to neglect their interests. A key point for both these groups is that they enjoy what they are assigned to do, and that the nature of what they are doing is useful to themselves and/or their organizations.

1 Incl
as

ROBERT G. NIVENS
Captain, Infantry
Chief, Evaluation Element

REENLISTMENT AND SEPARATION REPORT

Introduction

In early Spring, 1971, it was decided that an interview study of reenlistees and separatees at Fort Benning might be a highly useful and valuable addition to the main VOLAR questionnaire survey which has been reported in TAB A. The purpose of this supplementary study was to attempt to determine the extent VOLAR actions had influenced persons who had only recently made decisions either to reenlist or to separate. Further, it was thought that such a study might permit identification of additional areas in which VOLAR actions might be needed, or in which greater effort might be applied. To accomplish these objectives, a questionnaire was devised and a pilot study conducted at the Fort Benning Army Transfer Point in June and July 1971. The results of that pilot study were sufficiently encouraging that a decision was then made to proceed with a full-scale study during the current fiscal year. The present section is a report of the findings of that study.

Methodology

Structured interviews (See Appendix A) were administered to randomly selected persons who had either reenlisted or were going to separate from the Army. Interviewees were selected through the use of the last two digits of their Social Security account numbers, using a sample pool defined by the following criteria:

1. Reenlistees. These were personnel who had either reenlisted or extended for two years or more, during the week prior to the scheduled interview.

2. Separatees. These were persons whose estimated time of separation (ETS) was the week following the scheduled interview, and who were eligible for reenlistment.

A team of four interviewers visited each of six major commands at Fort Benning once each week to administer the structured interviews. All interviews were conducted during the morning hours of the first three days of each week. The period of data collection extended from 6 September 1971 through 31 May 1972. During this time, a total of 402 persons were interviewed, as shown in Table 1 which indicates their distribution by rank and by reenlistment action.

Results

Of the several sections in the interview schedule, Section 1 was devoted to obtaining background information on the individual. This information was considered important when the interview was being developed, because background data had frequently been found to predict career behavior in other studies. A list of the background data items in Section 1 is shown in Table 2, together with the results of chi square tests of significance between first-tour reenlistees and first-tour separatees, the two groups of principal interest. As can be seen from examination of the table, several background items did discriminate significantly between these two groups. The differences are depicted graphically in the figures following this report and are discussed specifically below:

A. Grade. As can be seen from examination of Figure 1, a higher frequency of reenlistment was associated with a higher rank, considering the rank group of E2-4 and E5. This should not be interpreted to mean that higher rank causes reenlistment. While this might to some extent be true, especially insofar as it would be associated with higher pay, it is entirely possible that promotion was based on superior performance, which might, in turn, have been produced by greater attraction to the Army as a career in the first place.

B. As Figure 2 shows, blacks are somewhat more likely to reenlist than whites.

C. Figure 3 shows that there is a very strong relationship between marital status and reenlistment behavior. Within the present sample, the first-tour reenlistee was much more likely to be married than single. When considered in association with Item 1, dealing with grade, and 5, dealing with dependents, it seems quite possible that

Table 1

Interview Study Subjects

	E2-5	E6-8
Reenlistees	56	73
Separatees	259	15*

*This group was excluded from the analyses because it was too small to furnish reliable data.

TABLE 2

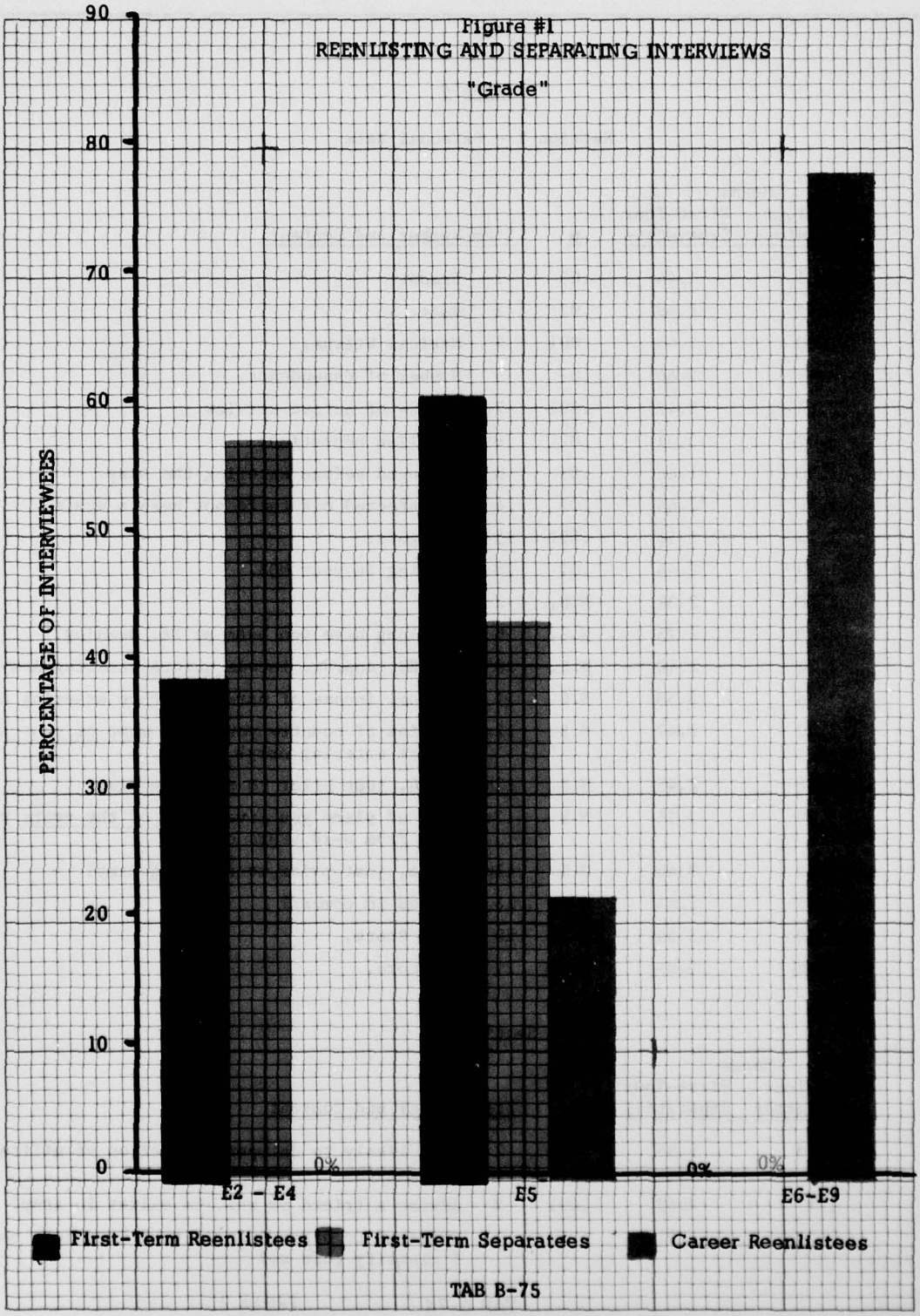
Section I - Personal Data

Means: First-Tour Reenlistees	Means: First-Tour Separatees	p	Item Number	Item Content
1.61	1.44	.05	1	Grade.
1.82	1.88	.02	3	Race.
1.80	1.46	.001	4	Marital Status.
2.11	1.66	.01	5	Number of dependents.
2.64	2.47	.001	7	Months of active service.
3.02	3.31	.02	8	Civilian education.
1.36	1.66	.05	9	Employed before entering the Army.
1.50	1.64	.05	14	Volunteered had there not been a draft.
2.14	1.56	.001	15	Category.
1.23	1.44	.01	18	Working in your MOS.
2.18	2.31	N.S.	2	Age.
2.23	2.25	N.S.	6	How long have you been at Ft. Benning?
2.22	2.40	N.S.	10	If YES, approx. income before entering Army.
3.36	3.50	N.S.	11	Approx. income of parents before entering Army.
2.40	2.47	N.S.	12a	Section of country you lived most of your life before entering Army?
2.38	2.45	N.S.	12b	Where, just prior to entering Army?
3.20	3.34	N.S.	13a	Size of place you lived most of the years you were from 8-18 years old?
3.30	3.46	N.S.	13b	Where, just prior to entering Army?
1.34	1.41	N.S.	16	Served in combat?
3.50	3.39	N.S.	20	AFQT Score.
3.05	3.05	N.S.	21	GT Score.

Section II

Means: First-Tour Reenlistees	Means: First-Tour Separatees	p	Item Number	Item Content
2.88	1.95	.001	2	Most likely to do upon completion of military obligation?
1.27	1.67	.001	3	Advise a friend or rel. to enlist in Army?
2.07	2.21	N.S.	1	Compared to other Army posts I have been on, I classify this as?

Figure #1
REENLISTING AND SEPARATING INTERVIEWS
"Grade"



TAB B-75

Figure #2

REENLISTING AND SEPARATING INTERVIEWS

"Race"

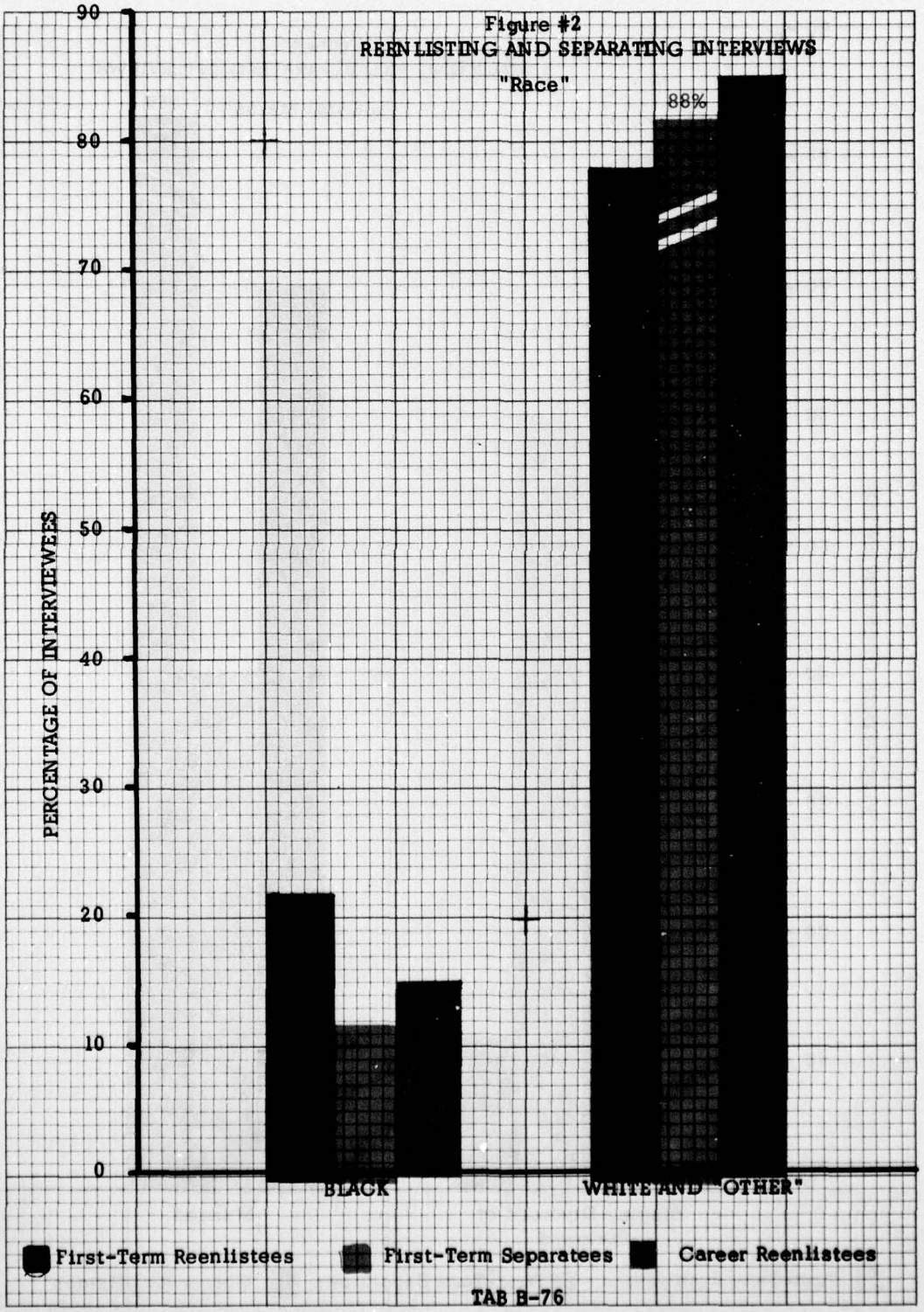
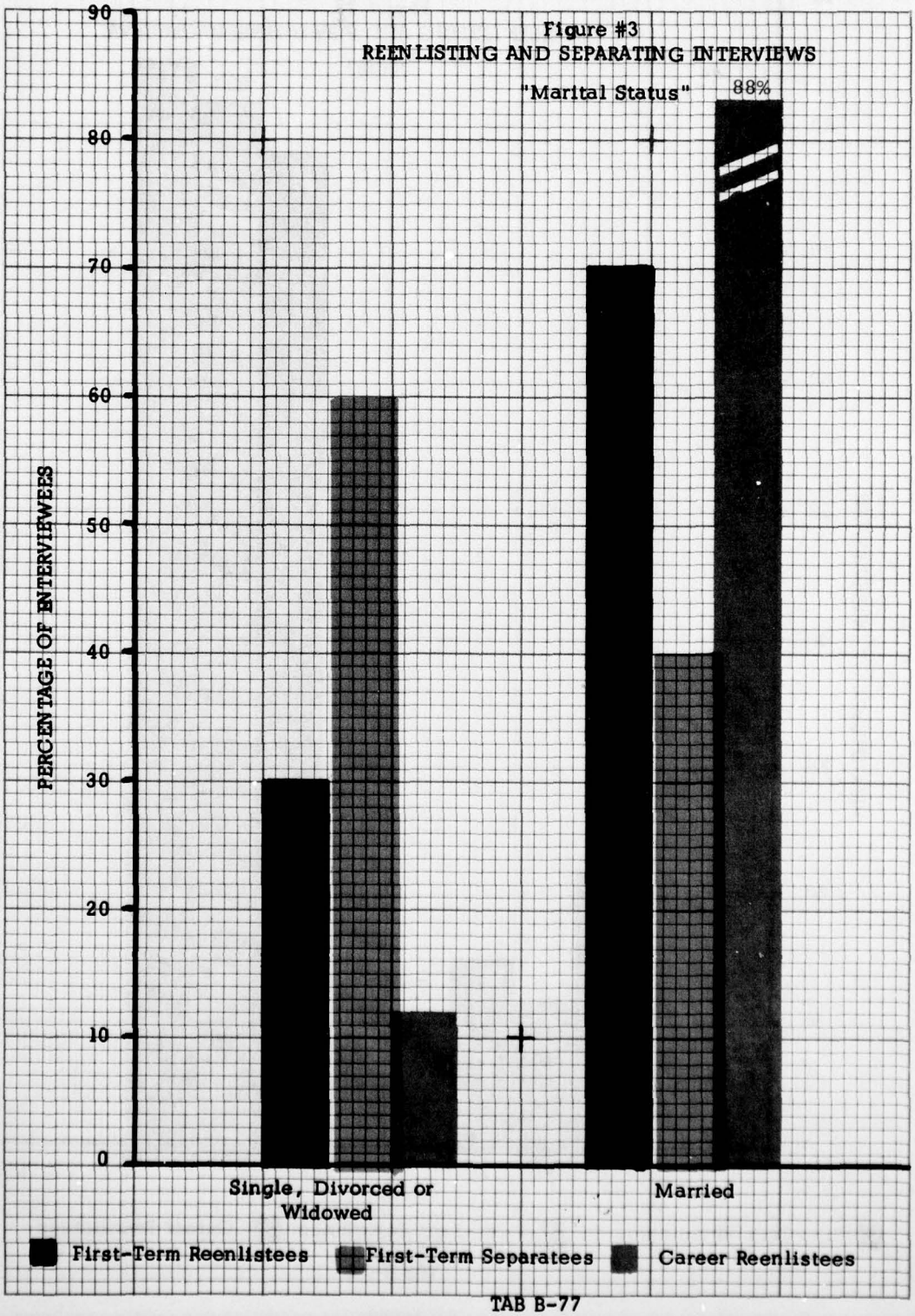


Figure #3
REENLISTING AND SEPARATING INTERVIEWS
"Marital Status"



enlistment decisions may well be predicated on the presence of financial responsibilities (in addition to other factors) which the soldier believes can be satisfied within the Army.

D. The data shown in Figure 4 confirmed the interpretation of the marital status question immediately preceeding. The separatee is more likely to be a soldier with no dependents, whereas the reenlistee is more likely to have one or two dependents.

E. Months of active service. Figure 5 shows, not surprisingly, that reenlistees tended to fall predominantly in the group of soldiers with more than 24 months of active service.

F. Civilian Education. Years of education are shown graphically in Figure 6. From this figure, it can be concluded that a soldier with some college education is considerably less likely to reenlist than a soldier with only a high school education. This is not unduly surprising. What might be surprising is the fact that 54% of the first-tour reenlistees were high school graduates. To the extent a high school education is indicative of more than just the minimum ability required for reenlistment, this suggests that attraction to the Service at Fort Benning does exist for the soldier who is mentally well qualified for Army service.

G. Prior Employment. Reenlistees were significantly more likely than separatees to have worked in some capacity prior to entering the Army.

H. Influence of Draft. Figure 8 shows responses to the question of whether the interviewee would have originally volunteered had there not been a draft. Reenlistees responded affirmatively significantly more often than separatees, suggesting that they probably were attracted more strongly to the Army from the very outset than soldiers who eventually separated.

Figure #4

REENLISTING AND SEPARATING INTERVIEWS

"Number of Dependents"

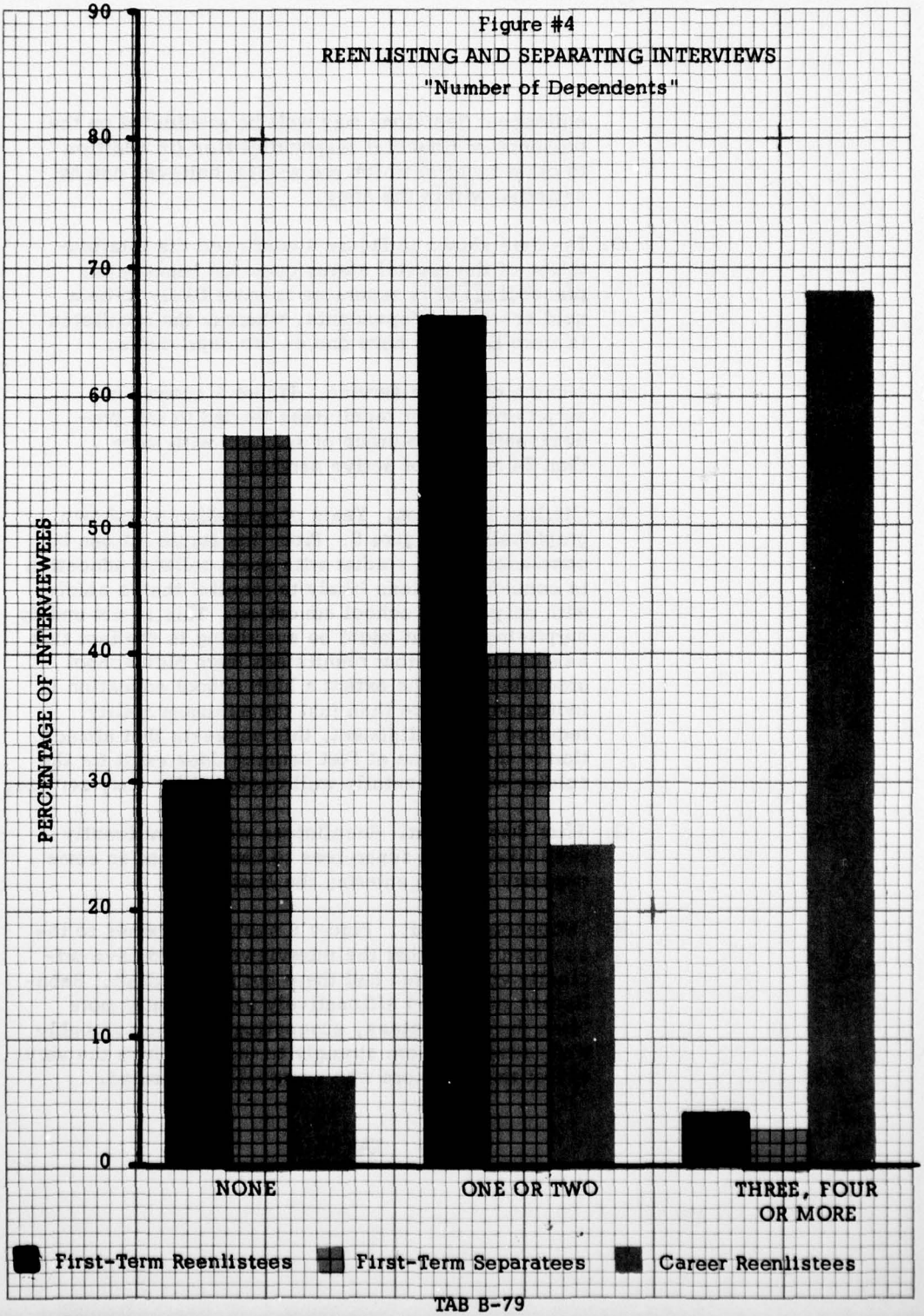


Figure #5

REENLISTING AND SEPARATING INTERVIEWS

"Months of Active Service"

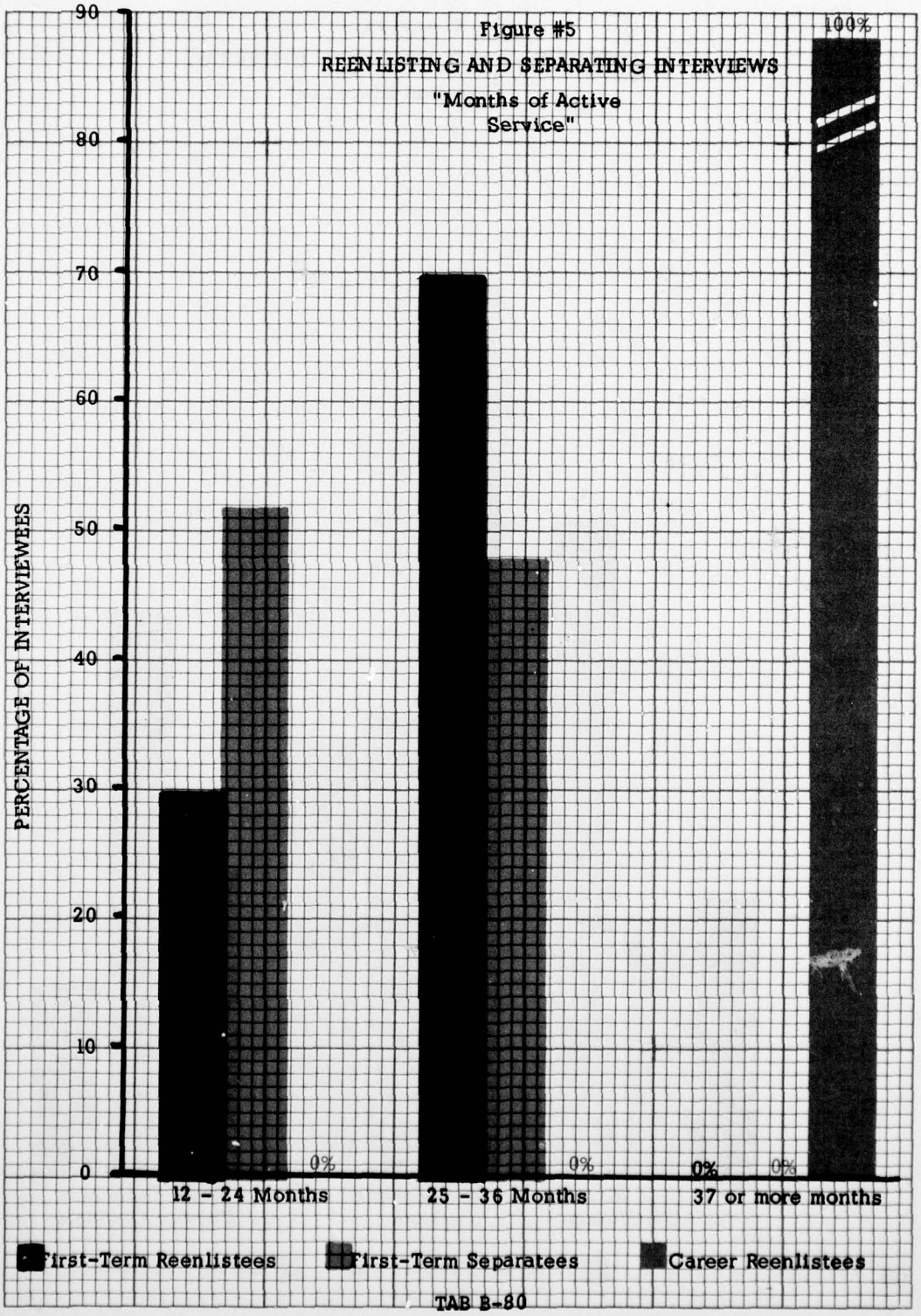
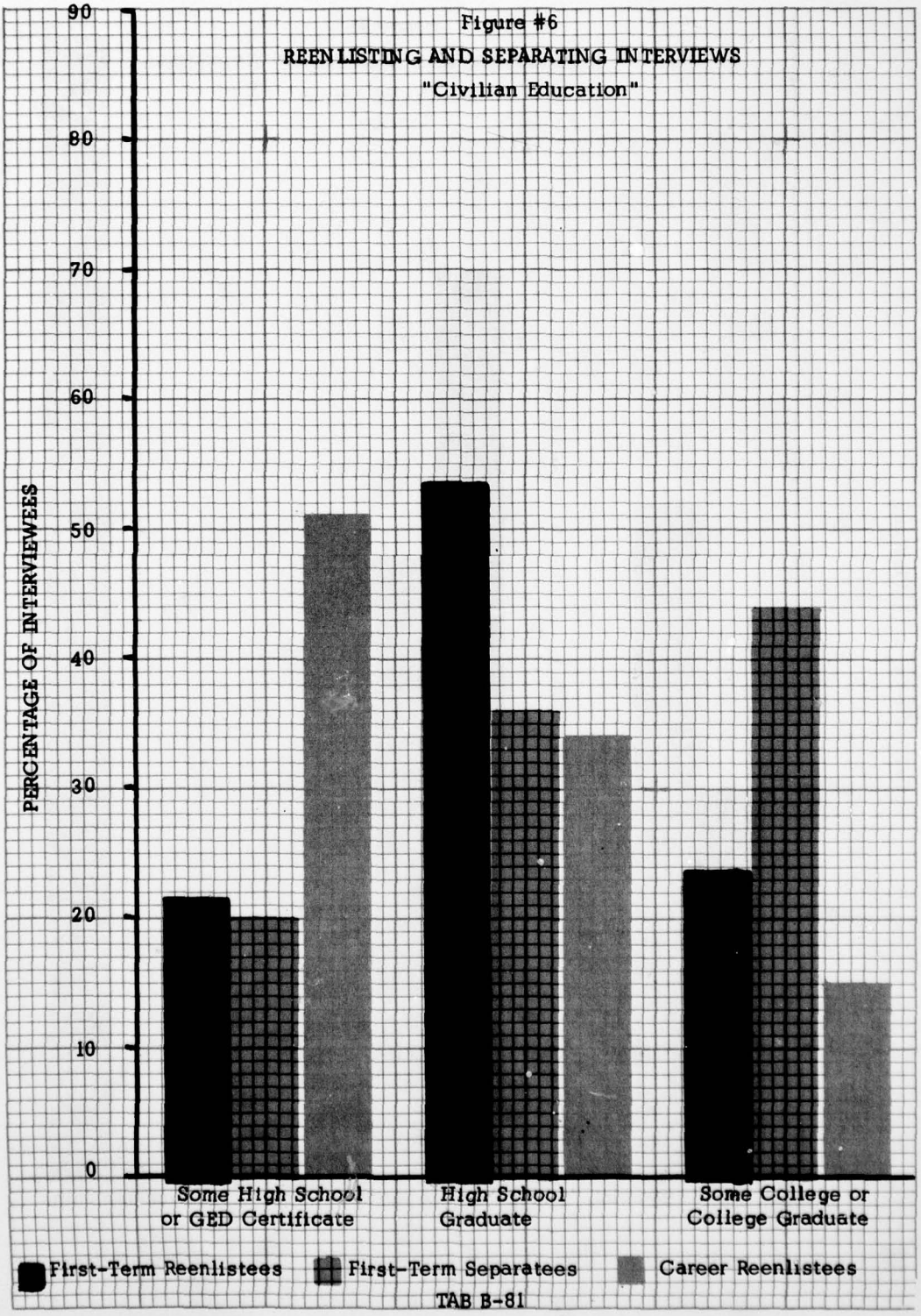


Figure #6

REENLISTING AND SEPARATING INTERVIEWS

"Civilian Education"



TAB B-81

AD-A075 725 ARMY INFANTRY CENTER AND FORT BENNING GA F/G 5/9
MODERN VOLUNTEER ARMY EXPERIMENT-1972.(U)
JUL 72

UNCLASSIFIED NL

4 OF 8
AD A075725



Figure #7

REENLISTING AND SEPARATING INTERVIEWS

"Were you employed before entering the Army?"

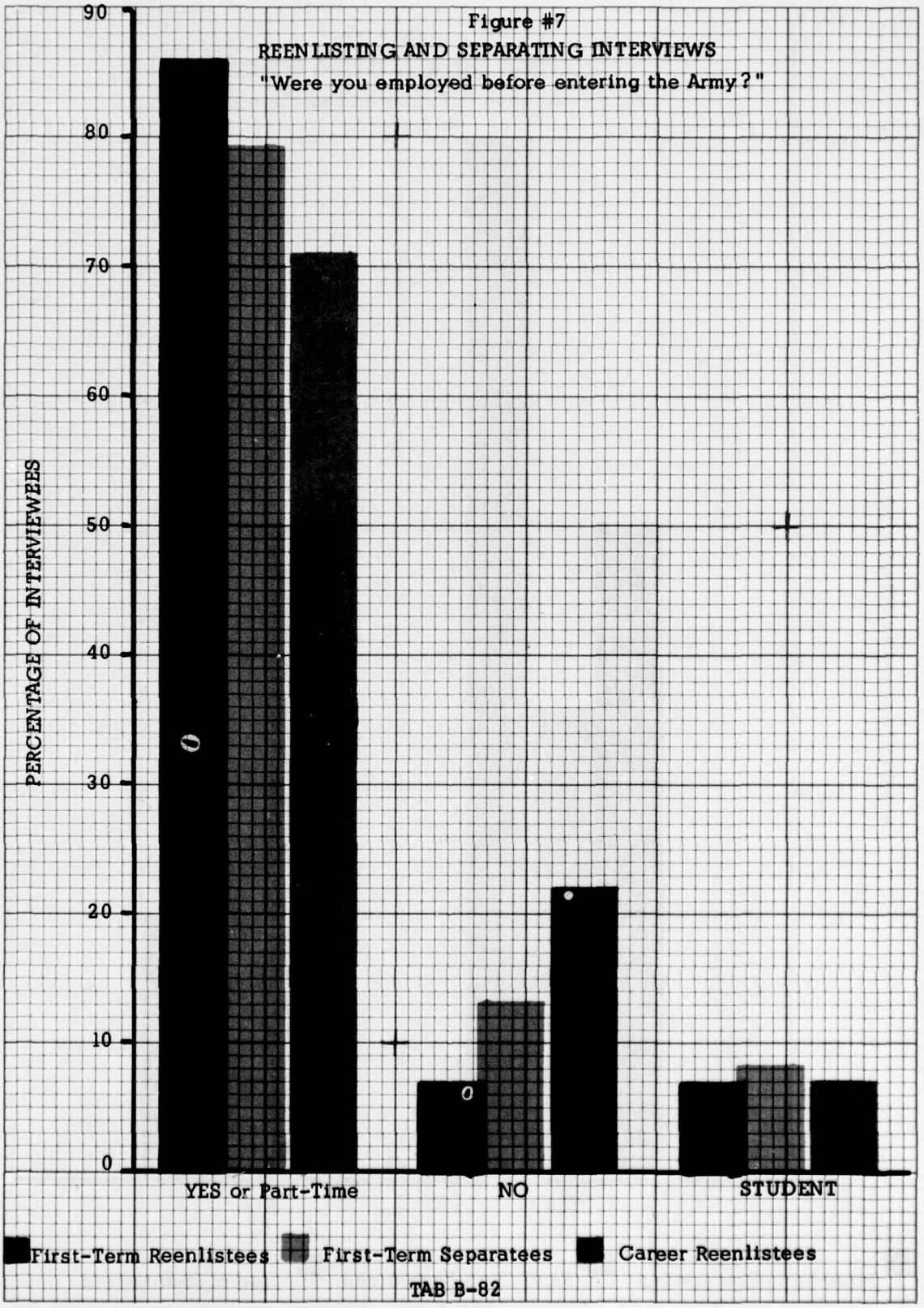
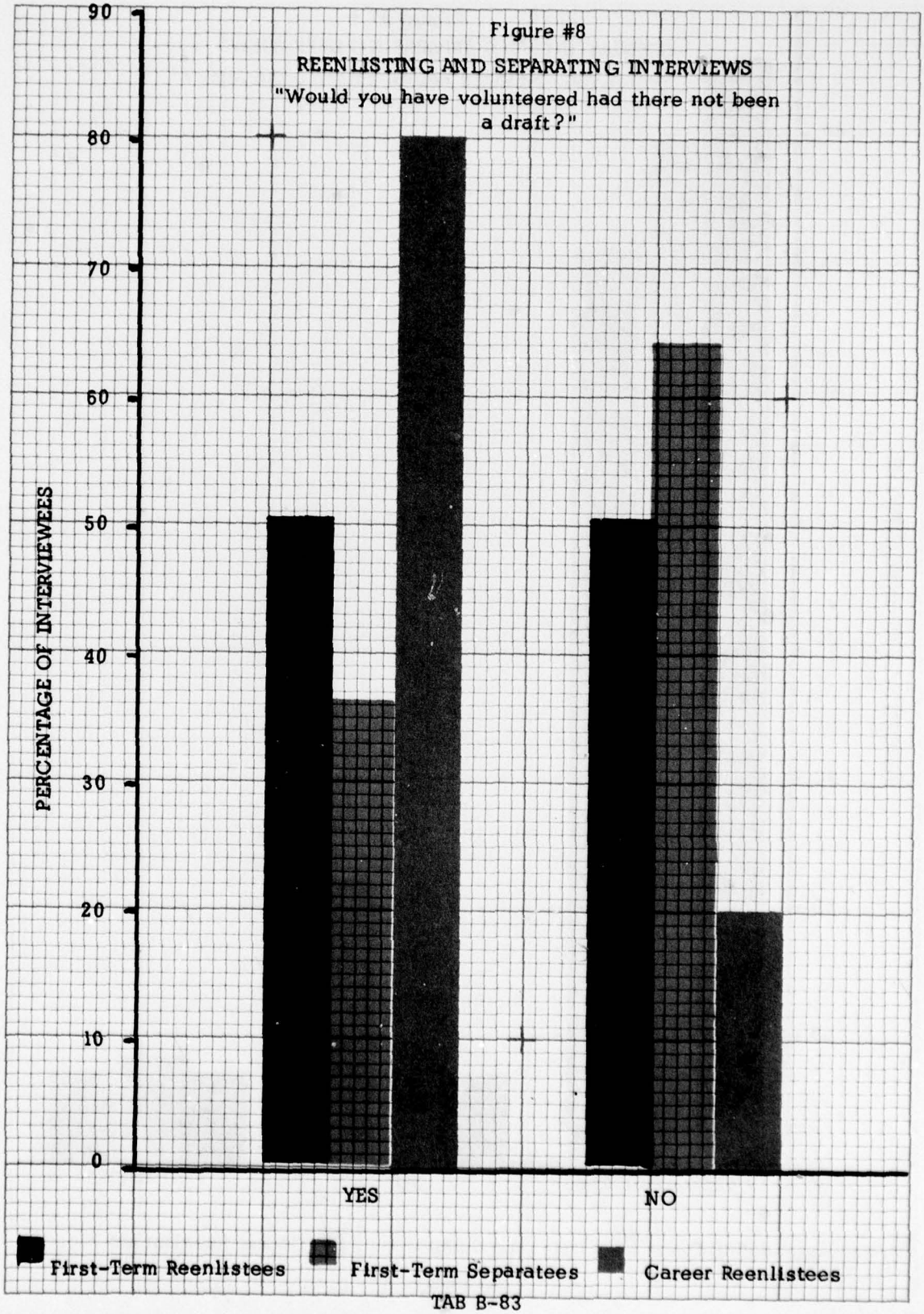


Figure #8

REENLISTING AND SEPARATING INTERVIEWS

"Would you have volunteered had there not been a draft?"



I. Category. The observation in the preceding paragraph is confirmed by examination of Figure 9, which shows that the reenlistee is much more likely to come from a first-term regular Army enlistment or a career regular Army enlistment, than from an initial tour resulting from the draft.

J. Working in own MOS. This may be one of the more significant background items, in that it seems reasonable that a soldier would be more satisfied working in a job for which his MOS has qualified him. Figure 10 shows that the soldier not working in his MOS was considerably less likely to reenlist than a soldier who was.

Section 2 of Table 1 shows two other significant discriminators between first-tour reenlistees and first-tour separatees. These findings are also depicted graphically in Figures 11 and 12.

VOLAR Actions

In Section 3 of the questionnaire, interviewees were asked to respond to each of a substantial number of VOLAR actions, as to the influence it had had on their decision to reenlist or separate. The results of analysis of these questions are shown in Tables 3 through 5, and are depicted graphically in Figures 13 through 43.

Table 3 shows the items relating to VOLAR actions, with those discriminating between first-tour groups listed at the beginning of the table. Those items that did not discriminate between reenlistees and separatees are shown toward the end of the table. Table 4 presents data for first-tour reenlistees only, with items listed in order according to how favorably first-tour reenlistees reacted to the item in terms of its influence on their decision to stay in the Army. Table 5 shows items for separatees. In both Tables 4 and 5, the third column contains the results of the test of significance between groups shown originally in Table 3. Tables 4 and 5, therefore, provide a useful basis for examining simultaneously the relative favorability of an item, to either group, and its capacity for discriminating between groups.

Figure #9
REENLISTING AND SEPARATING INTERVIEWS
"Category"

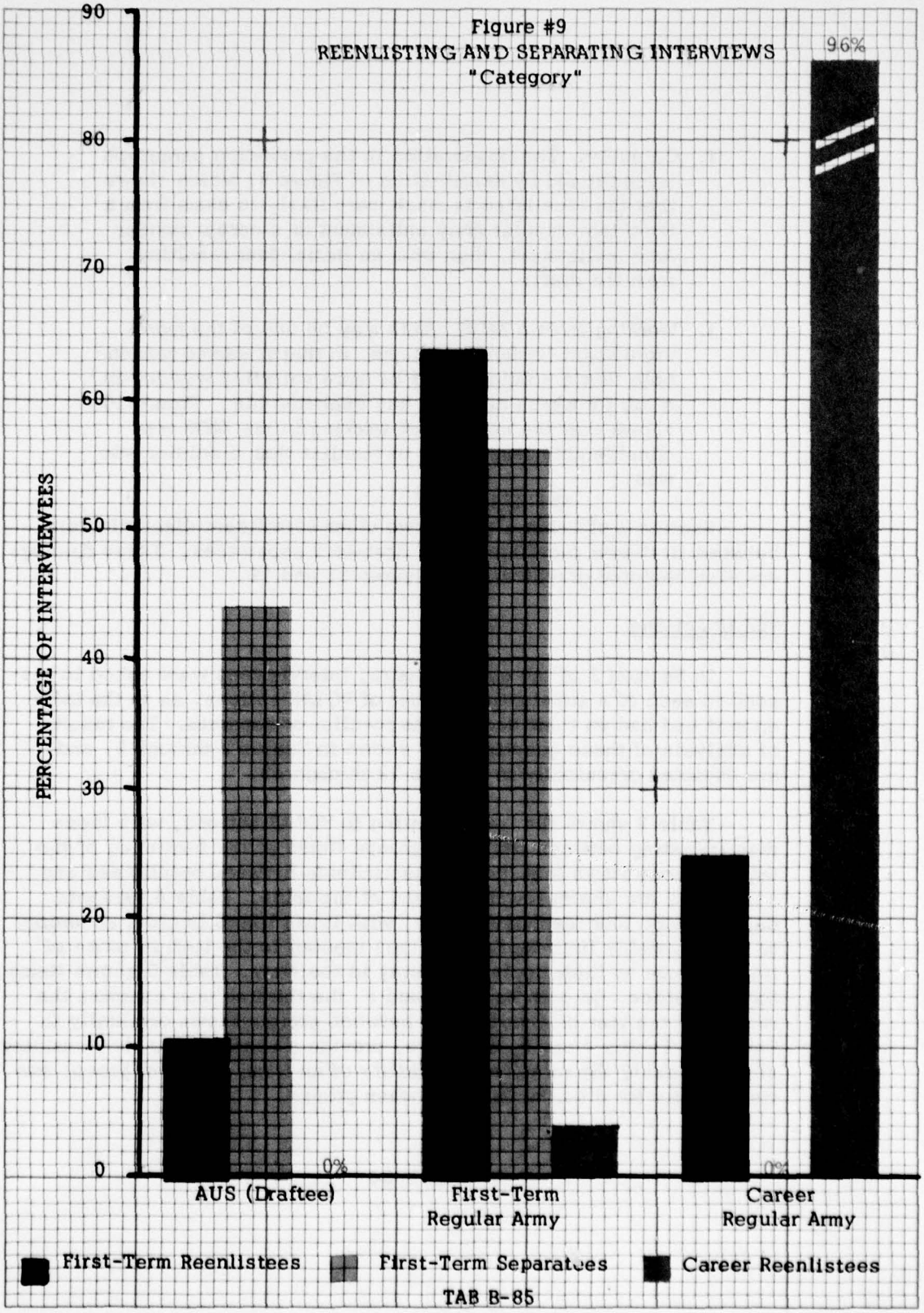


Figure #10

REENLISTING AND SEPARATING INTERVIEWS

"Are you now working in your MOS?"

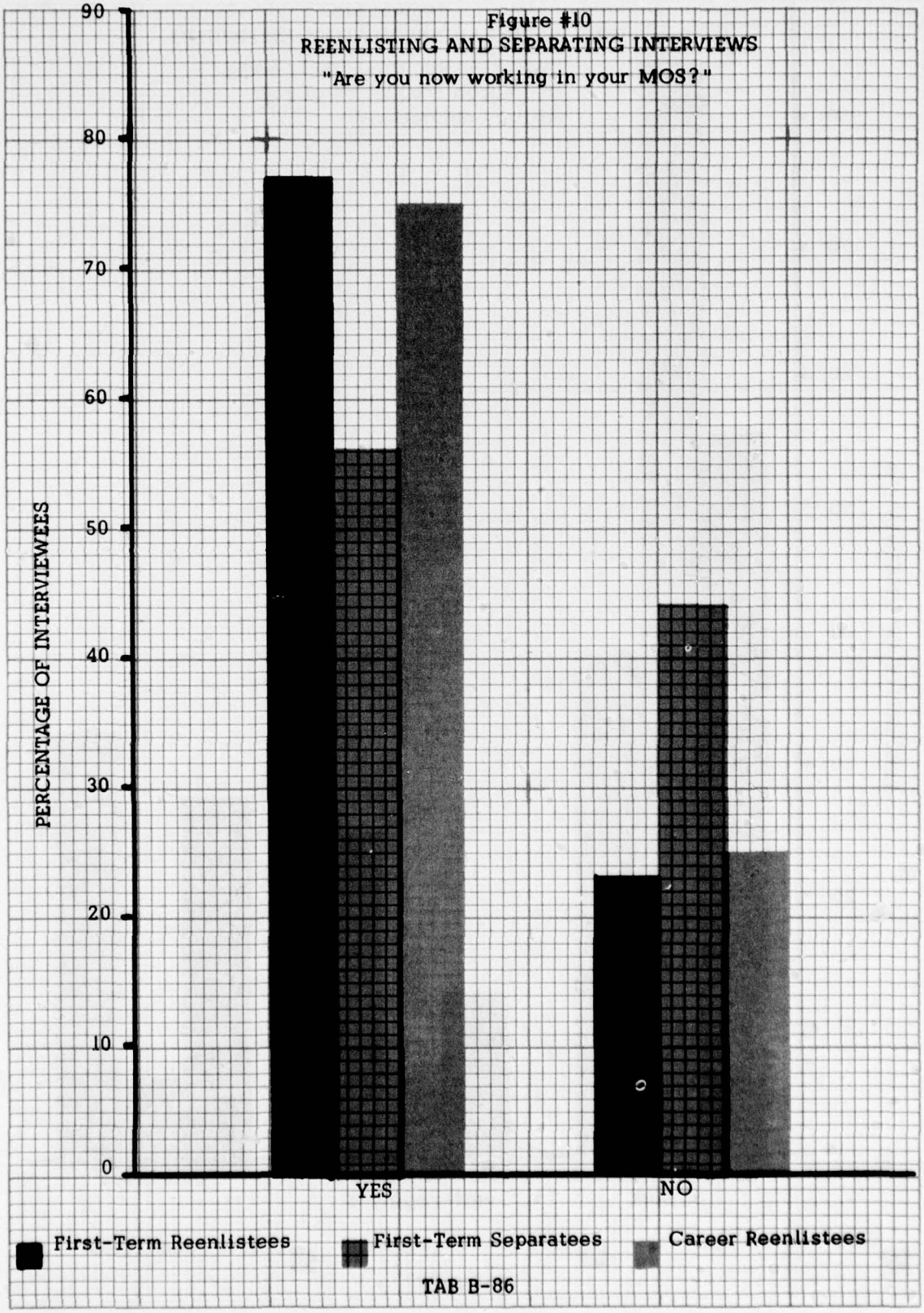


Figure #11

REENLISTING AND SEPARATING INTERVIEWS

"What are you most likely going to do upon completion of your military obligation?"

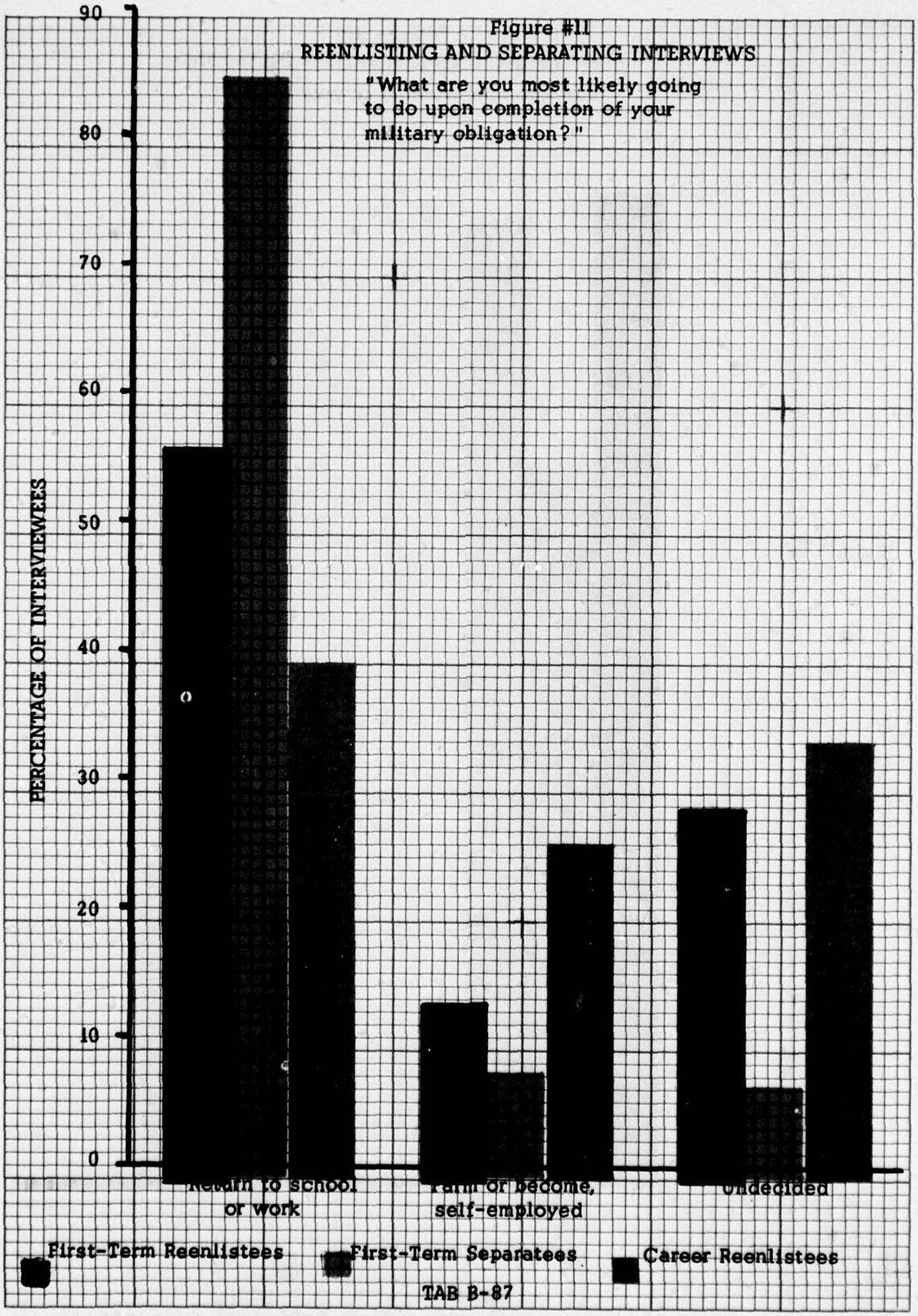


Figure #12

REENLISTING AND SEPARATING INTERVIEWS

"Would you ever advise a friend or relative to enlist in the Army?"

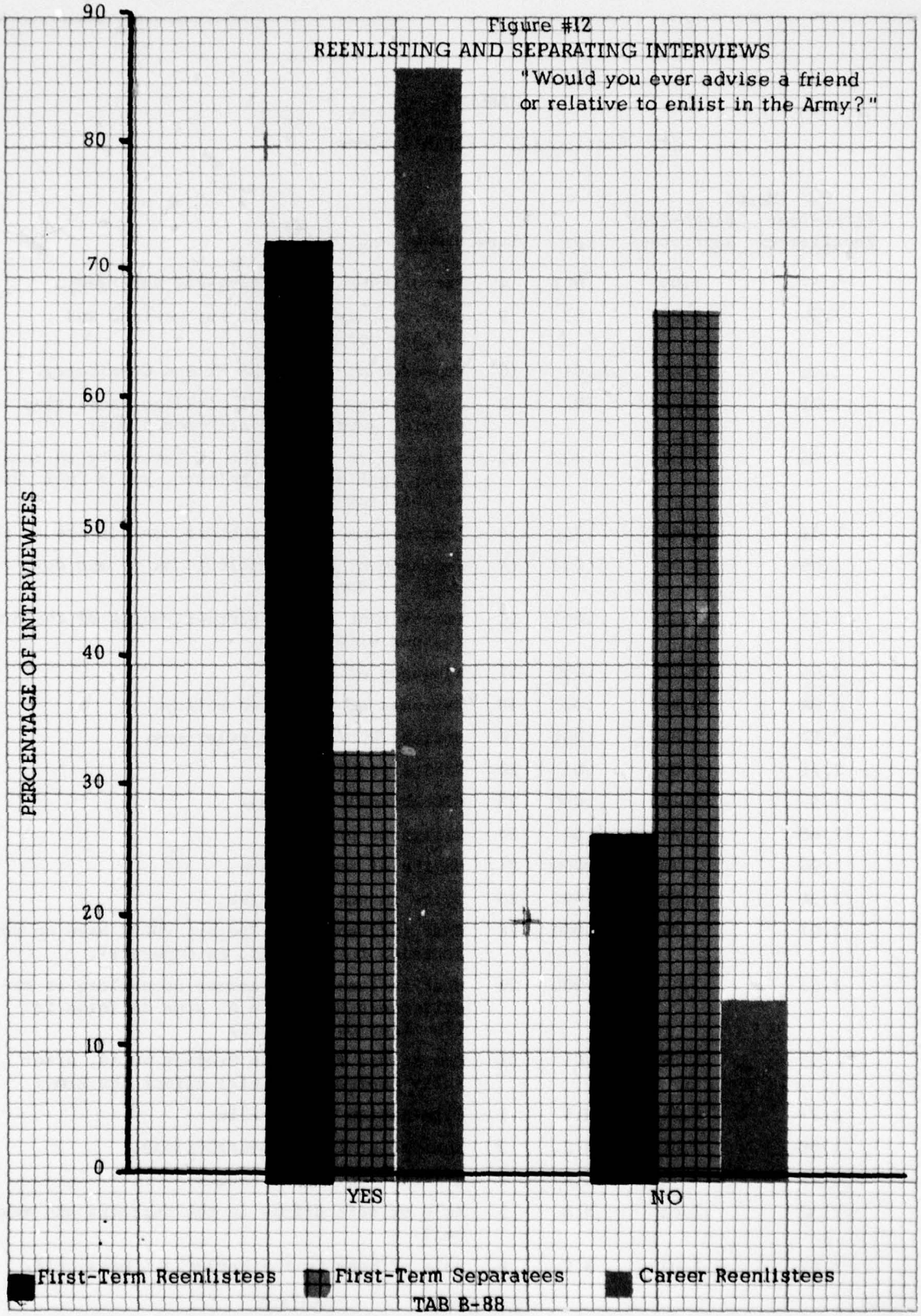


TABLE 3

Section III - VOLAR Actions

Means: First-Tour Reenlistees	Means: First-Tour Separatees	p	Item Number	Content
1.57	1.99	.001	4	Establishment of a five-day work week.
1.59	1.92	.01	9	Compensatory time off for weekend and holiday work.
2.16	2.45	.01	10	Expanded hours of the PX and Commissary.
2.21	2.48	.03	12	Contracting for local civilian facilities to provide guest house accommodations.
1.96	2.31	.002	13	Proposal to expand the PX inventory to include major appliances, furniture, and a full range of sporting goods.
2.41	2.63	.04	14	Improvement of the shuttle bus service on post
1.86	2.42	.000	15	Improvement of communications up and down the chain of command.
2.12	3.01	.001	16	Improvement of the attractiveness of the Army to your wife.
1.66	2.77	.000	17	Adequacy of pay.
1.98	2.97	.000	18	Fairness of promotion policy.
2.27	2.84	.001	19	Officer/NCO/Soldier relations.
2.71	3.03	.03	20	Racial problems.
1.57	2.14	.000	23	Educational programs.
2.48	2.71	.04	24	Religious programs.
1.96	2.73	.000	25	Choice of assignments.
2.34	2.83	.002	26	Voice in unit policies.
2.07	2.84	.000	28	What influence did Project VOLAR have on your decision to (Reenlist or Separate).
2.63	3.15	.000	29	What influence did career counselors or re-enlistment NCOs have on your decision to (Reenlist or Separate).
1.55	1.88	.01	31	How do you feel that Project VOLAR, after fully implemented, will affect the Army?
2.27	2.31	N.S.	1	Elimination of reveille.
1.88	2.06	N.S.	2	Removal of travel restrictions.
2.27	2.22	N.S.	3	Elimination of bed checks.
2.32	2.49	N.S.	5	Sale of soft drinks in the barracks and mess hall.
2.63	2.67	N.S.	6	Sale of beer in the barracks & mess hall.

TABLE #3(cont'd)

Means: First-Tour Reenlistees	Means: First-Tour Separatees	p	Item Number and Content	
1.66	1.69	N.S.	7	Elimination of KP.
2.07	2.24	N.S.	8	Optional civilian dress policy for personnel who work during off-duty hours.
1.88	2.09	N.S.	11	Partitions in the barracks for privacy.
2.93	3.18	N.S.	21	Drug problems.
2.36	2.51	N.S.	22	Athletic programs.
2.45	2.52	N.S.	27	Change in haircut policy.
1.95	2.03	N.S.	30	How has life been at Ft. Benning since Project VOLAR?

	Reenlistees	Separatees
Mean	2.12	2.49
S.D.	.36	.40

Correlation between groups

$r = .70$ $(p < .001)$

TABLE 3 (cont'd)

TABLE 4

Section III - VOLAR Actions

"Some Influence To Stay"

Rank	First-Tour Reenlistees	p	Item Number	and Content
1.5	1.57	.001	4	Establishment of a five-day work week.
1.5	1.57	.000	23	Educational programs.
3	1.59	.01	9	Compensatory time off for weekend and holiday work.
4.5	1.66	N.S.	7	Elimination of KP.
4.5	1.66	.000	17	Adequacy of pay.
6	1.86	.000	15	Improvement of communications up and down the chain of command.
7.5	1.88	N.S.	2	Removal of travel restrictions.
7.5	1.88	N.S.	11	Partitions in the barracks for privacy.
9.5	1.96	.002	13	Proposal to expand the PX inventory to include major appliances, furniture, and a full range of sporting goods.
9.5	1.96	.000	25	Choice of assignments.
11	1.98	.000	18	Fairness of promotion policy.
12	2.07	N.S.	8	Optional civilian dress policy for personnel who work during off-duty hours.
13	2.12	.001	16	Improvement of the attractiveness of the Army to your wife.
14	2.16	.01	10	Expanded hours of the PX and Commissary.
15	2.21	.03	12	Contracting for local civilian facilities to provide guest house accommodations.
17	2.27	.001	19	Officer/NCO/Soldier relations.
17	2.27	N.S.	1	Elimination of reveille.
17	2.27	N.S.	3	Elimination of bed checks.
19	2.32	N.S.	5	Sale of soft drinks in the barracks and mess hall.
20	2.34	.002	26	Voice in unit policies.
21	2.36	N.S.	22	Athletic programs.
22	2.41	.04	14	Improvement of the shuttle bus service on post.
23	2.48	.04	24	Religious programs.
24	2.49	N.S.	27	Change in haircut policy.

TABLE 4 (cont'd)

"No Influence"

Rank	First-Tour Reenlistees	p	Item Number and Content	
25	2.63	N.S.	6	Sale of beer in the barracks and mess hall.
26	2.71	.03	20	Racial problems.
27	2.93	N.S.	21	Drug problems.

TABLE 5

Section III - VOLAR Actions

"Some Influence To Stay"

Rank	First-Tour Separatees	p	Item Number and Content	
1	1.69	N.S.	7	Elimination of KP.
2	1.92	.01	9	Compensatory time off for weekend and holiday work.
3	1.99	.001	4	Establishment of a five-day work week.
4	2.06	N.S.	2	Removal of travel restrictions.
5	2.09	N.S.	11	Partitions in the barracks for privacy.
6	2.14	.000	23	Educational programs.
7	2.22	N.S.	3	Elimination of bed checks.
8	2.24	N.S.	8	Optional civilian dress policy for personnel who work during off-duty hours.
9.5	2.31	N.S.	1	Elimination of reveille.
9.5	2.31	.002	13	Proposal to expand the PX inventory to include major appliances, furniture, and a full range of sporting goods.
11	2.42	.000	15	Improvement of the attractiveness of the Army to your wife.
12	2.45	.01	10	Expanded hours of the PX and Commissary.
13	2.48	.03	12	Contracting for local civilian facilities to provide guest house accommodations.
14	2.49	N.S.	5	Sale of soft drinks in the barracks and mess hall.

"No Influence"

Rank	First-Tour Separatees	p	Item Number and Content	
15	2.51	N.S.	22	Athletic programs.
16	2.52	N.S.	27	Change in haircut policy.
17	2.63	.04	14	Improvement of the shuttle bus service on post.
18	2.67	N.S.	6	Sale of beer in the barracks and mess hall.
19	2.71	.04	24	Religious programs.
20	2.73	.000	25	Choice of assignments.
21	2.77	.000	17	Adequacy of pay.
22	2.83	.002	26	Voice in unit policies.
23	2.84	.001	19	Officer/NCO/Soldier relations.
24	2.93	.000	18	Fairness of promotion policy.
25	3.01	.001	16	Improvement of the attractiveness of the Army to your wife.

TABLE 5 (cont'd)

"No Influence" (cont'd)

Rank	First-Tour Separatees	p	Item Number and Content
26	3.03	.03	20 Racial problems.
27	3.18	N.S.	21 Drug problems.

Figure # 13

REENLISTING & SEPARATING INTERVIEWS

"ELIMINATION OF REVEILLE"

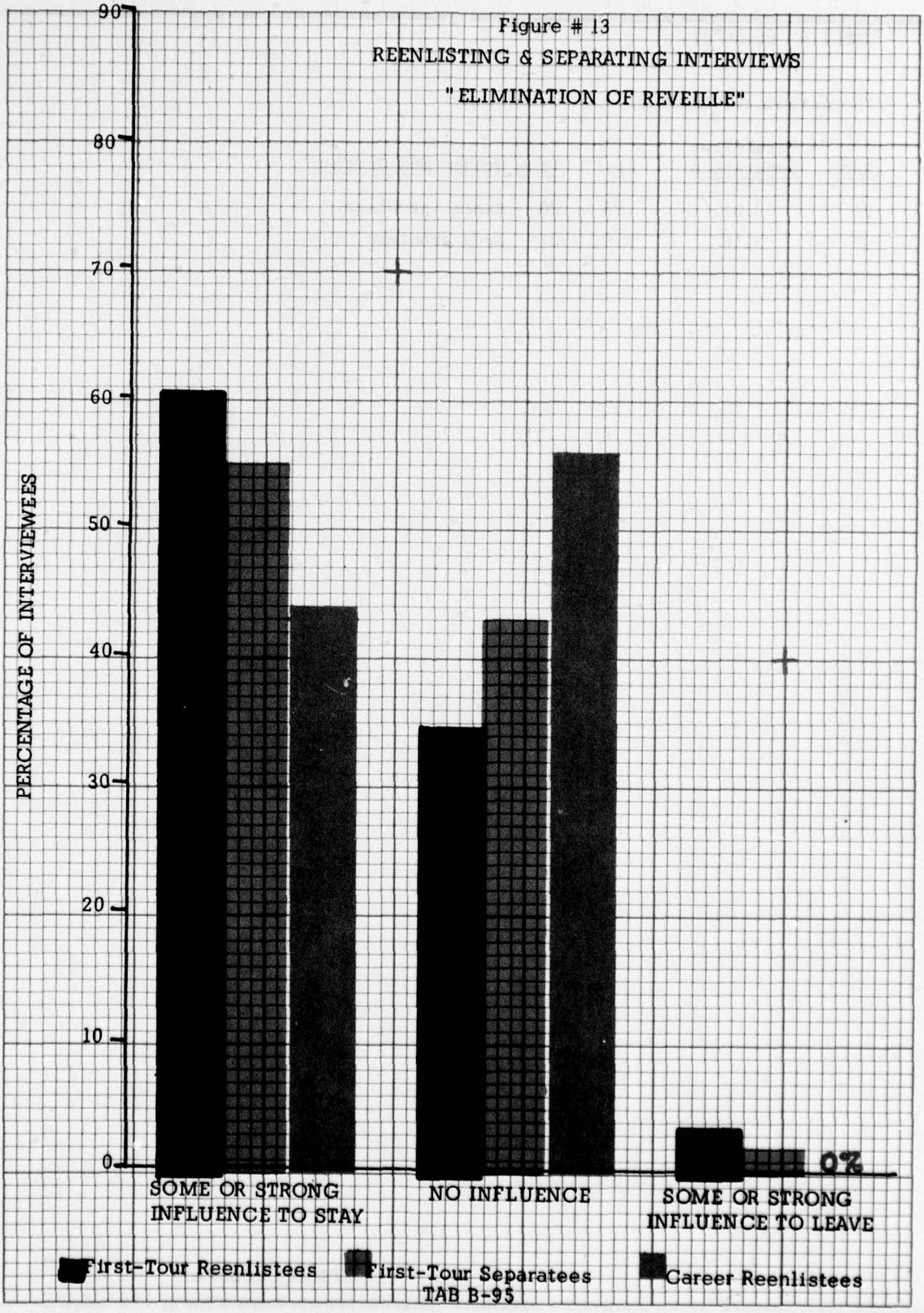


Figure # 14
REENLISTING & SEPARATING INTERVIEWS

"TRAVEL RESTRICTIONS"

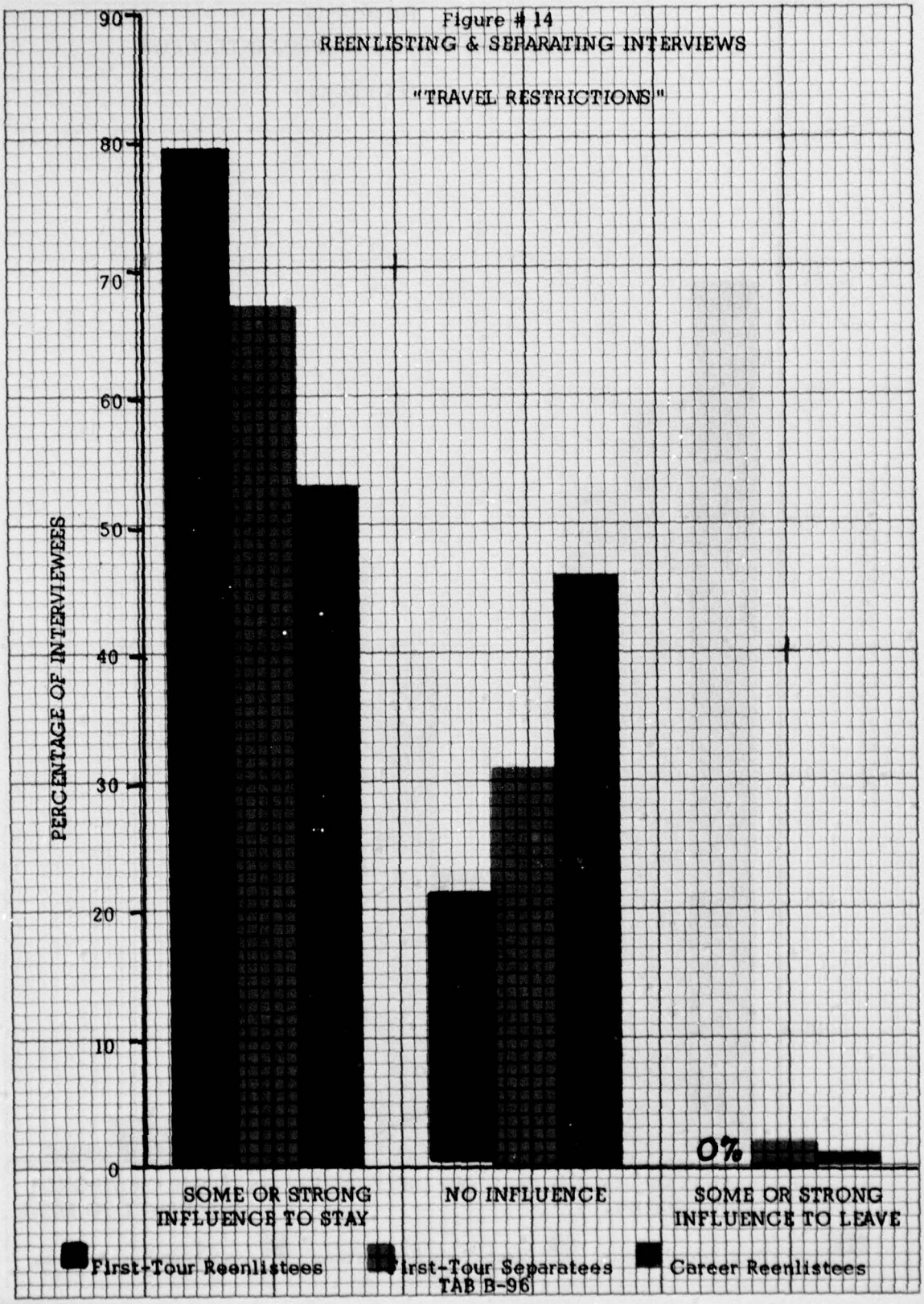


Figure # 15

REENLISTING & SEPARATING INTERVIEWS

"BED CHECKS"

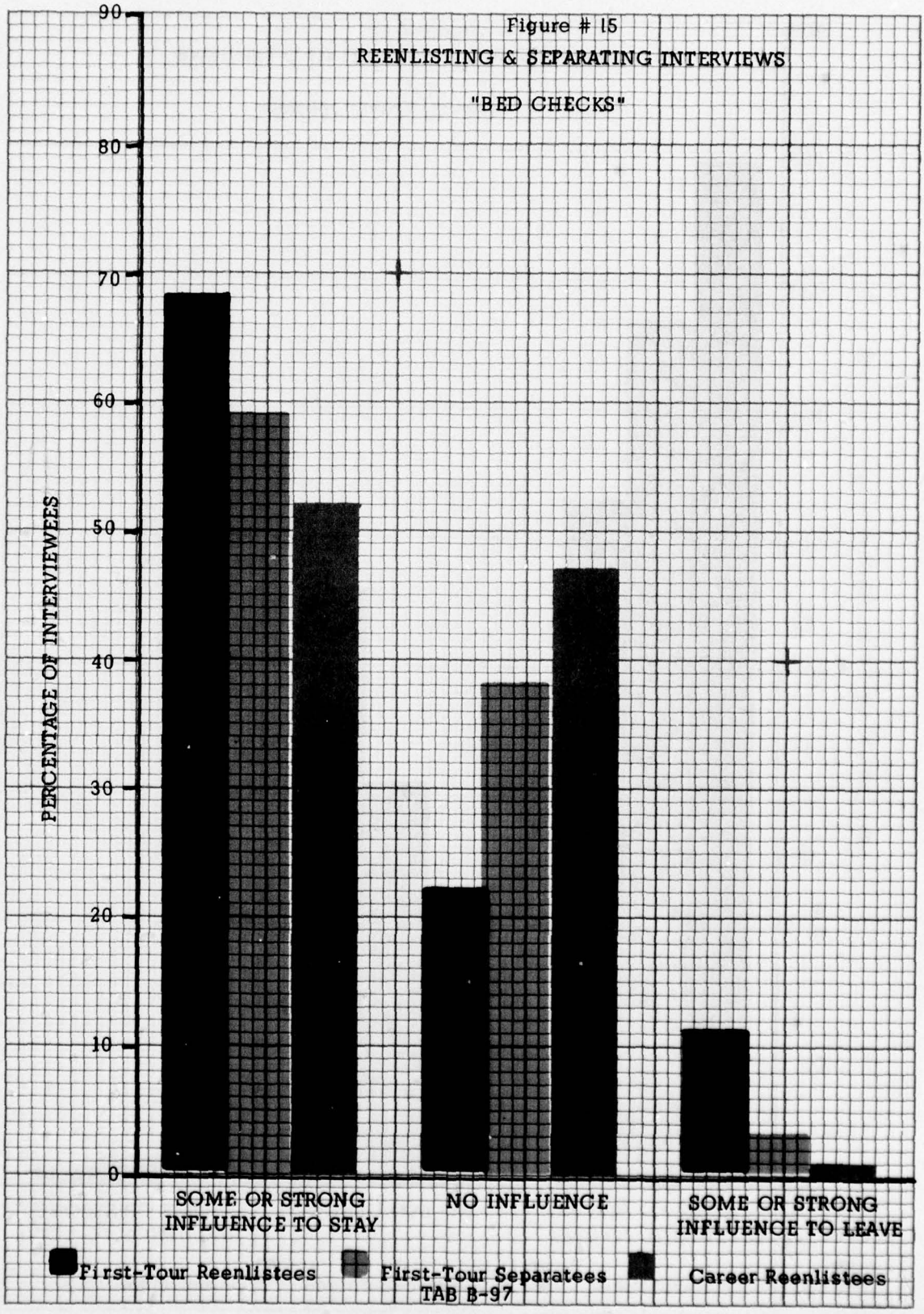


Figure # 16

REENLISTING & SEPARATING INTERVIEWS

"FIVE-DAY WORK WEEK"

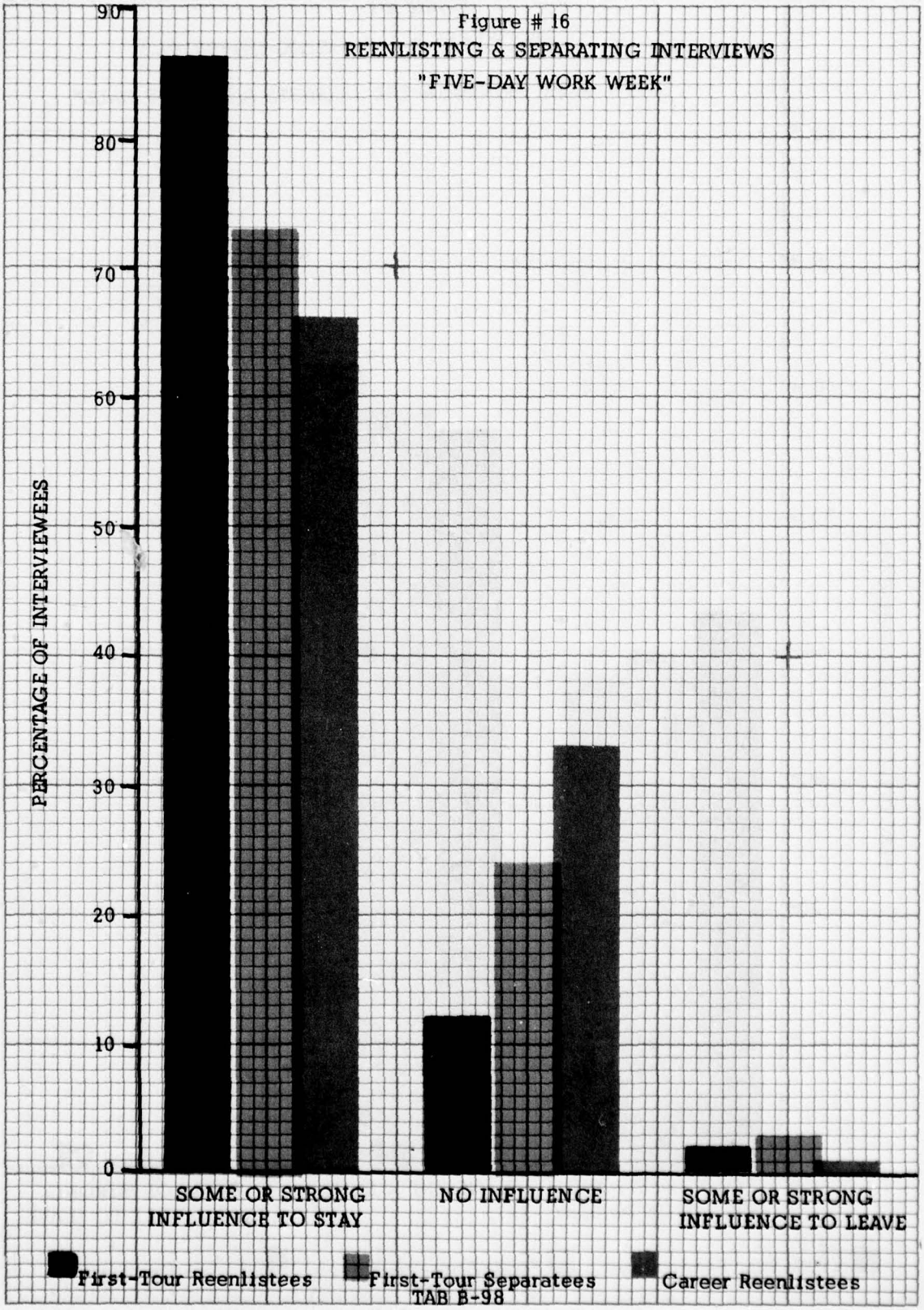


Figure # 17

REENLISTING & SEPARATING INTERVIEWS

"SOFT DRINKS IN THE BARRACKS AND MESS HALL"

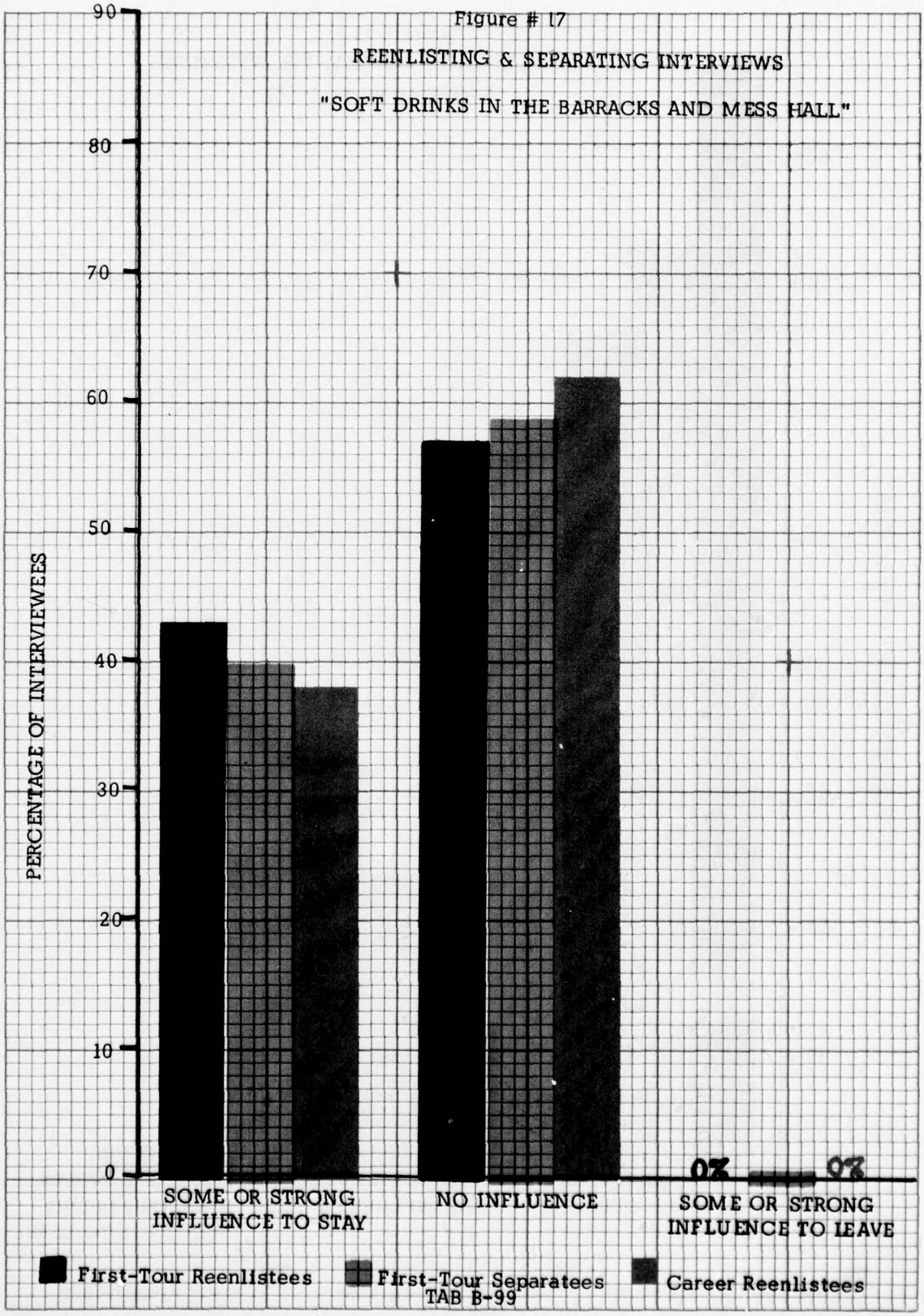


Figure # 18

REENLISTING & SEPARATING INTERVIEWS

"BEER IN BARRACKS"

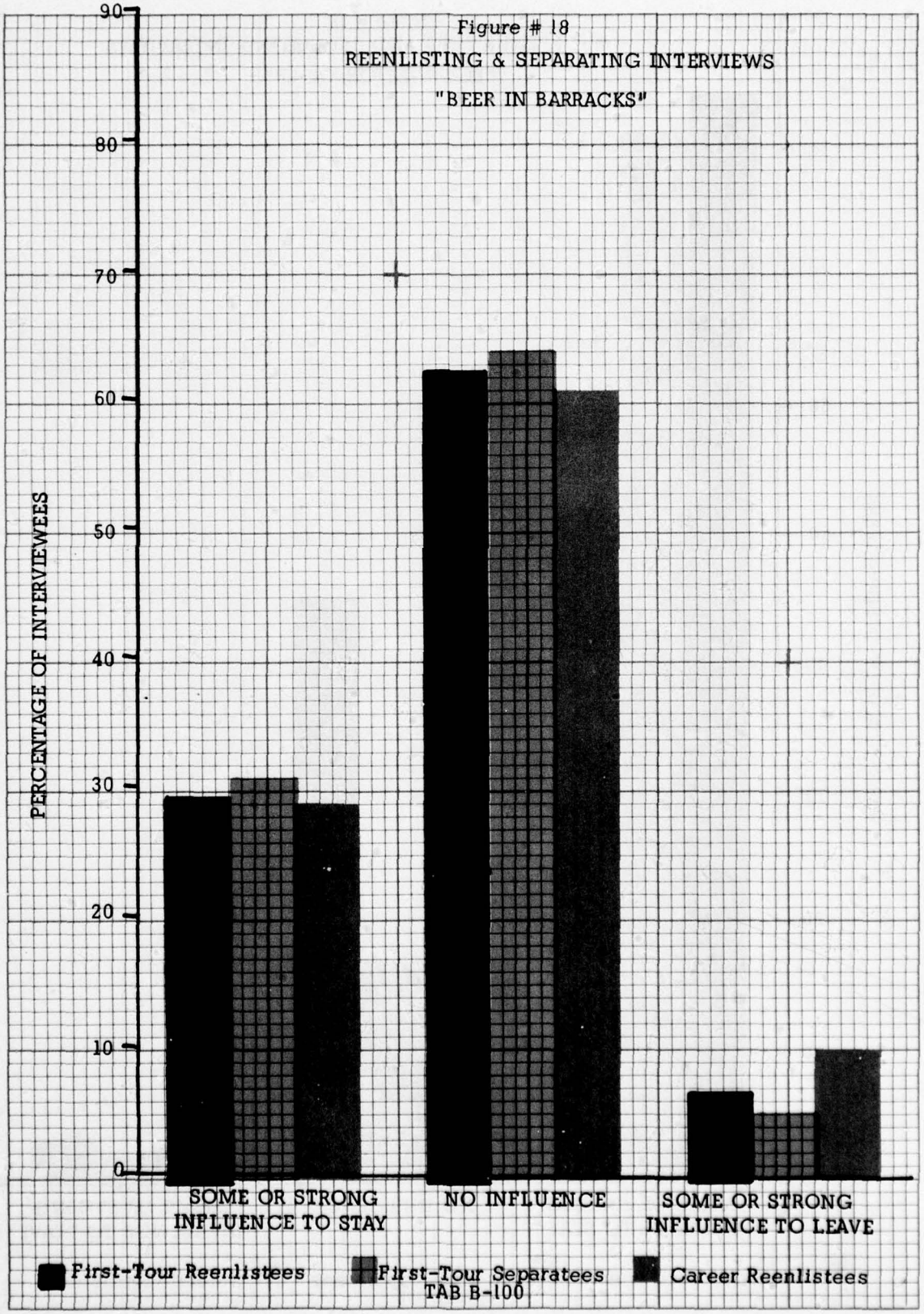


Figure # 19
REENLISTING AND SEPARATING INTERVIEWS
"ELIMINATION OF KP"

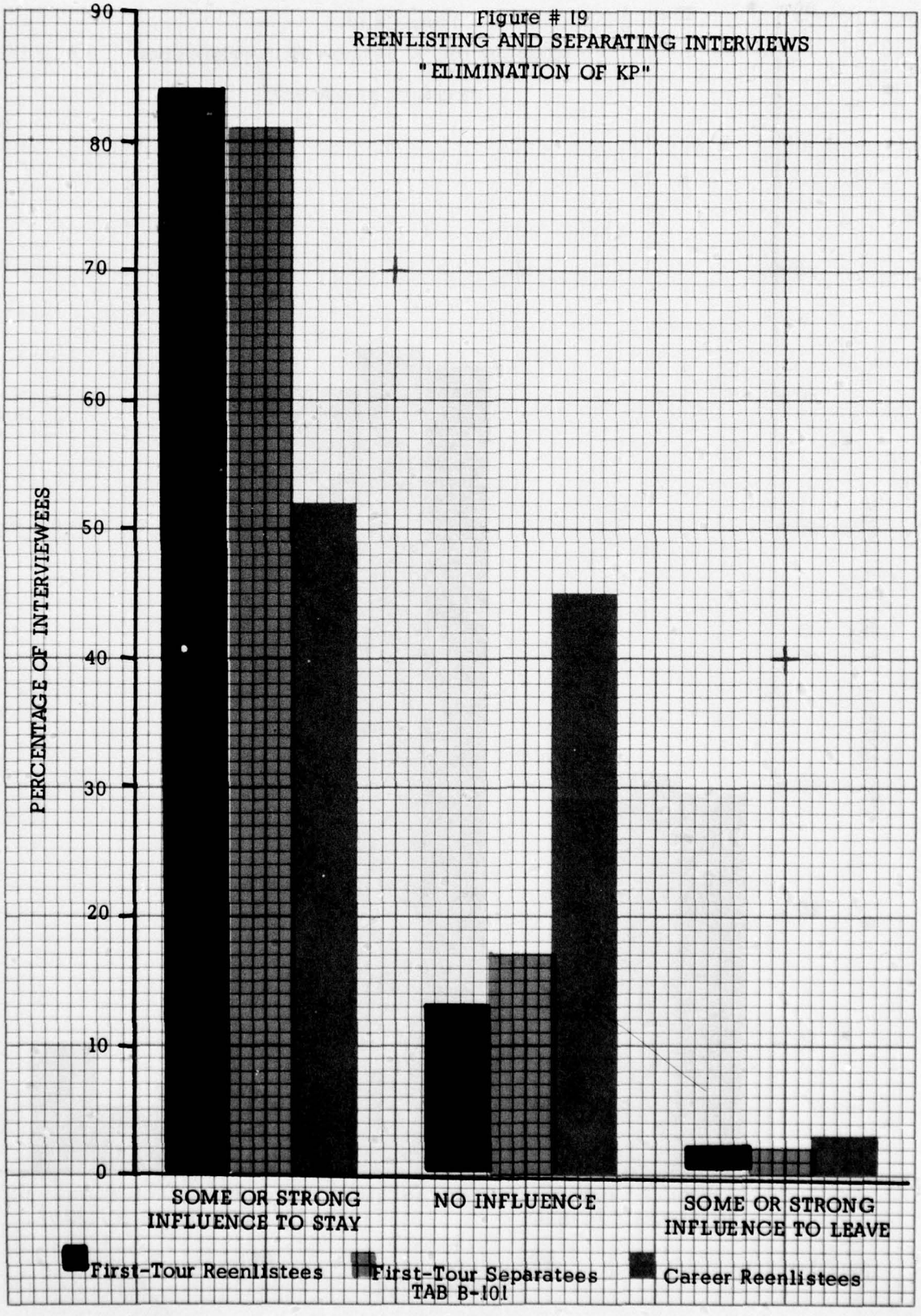
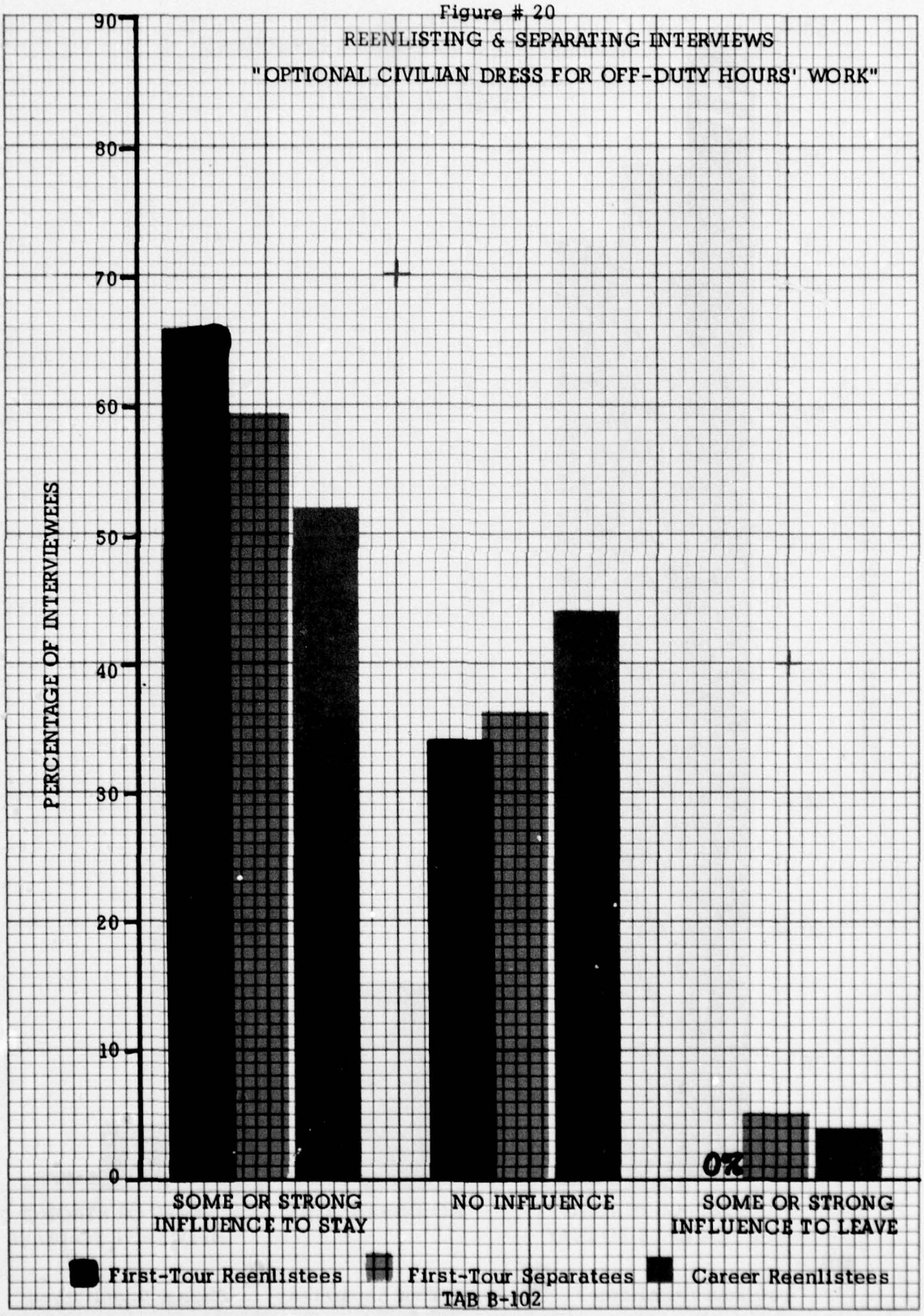


Figure # 20

REENLISTING & SEPARATING INTERVIEWS

"OPTIONAL CIVILIAN DRESS FOR OFF-DUTY HOURS' WORK"



TAB B-102

Figure # 21

REENLISTING & SEPARATING INTERVIEWS

"COMPENSATORY TIME OFF FOR OVERTIME WORK"

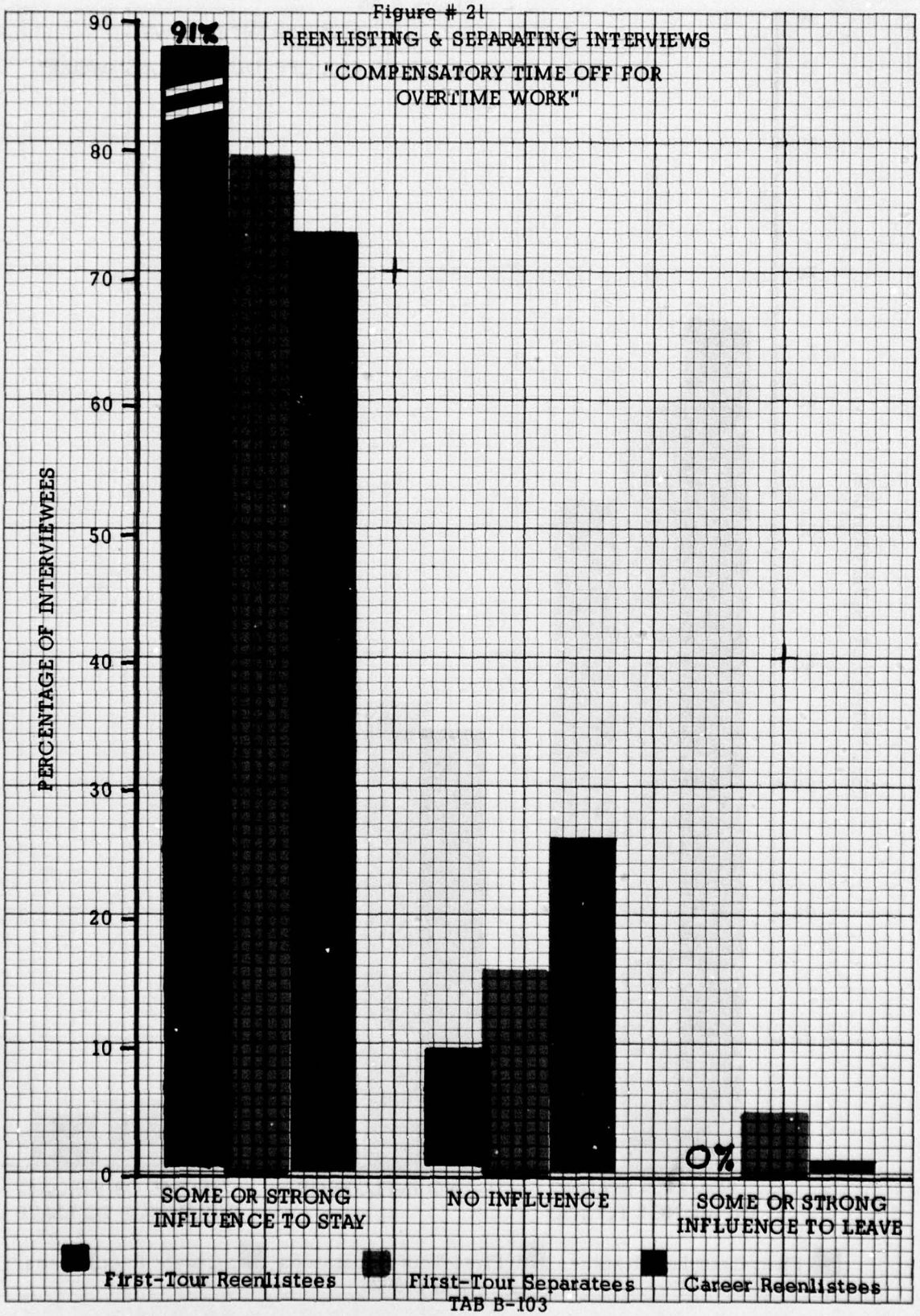


Figure # 22

REENLISTING & SEPARATING INTERVIEWS

"EXPANDED PX AND COMMISSARY HOURS"

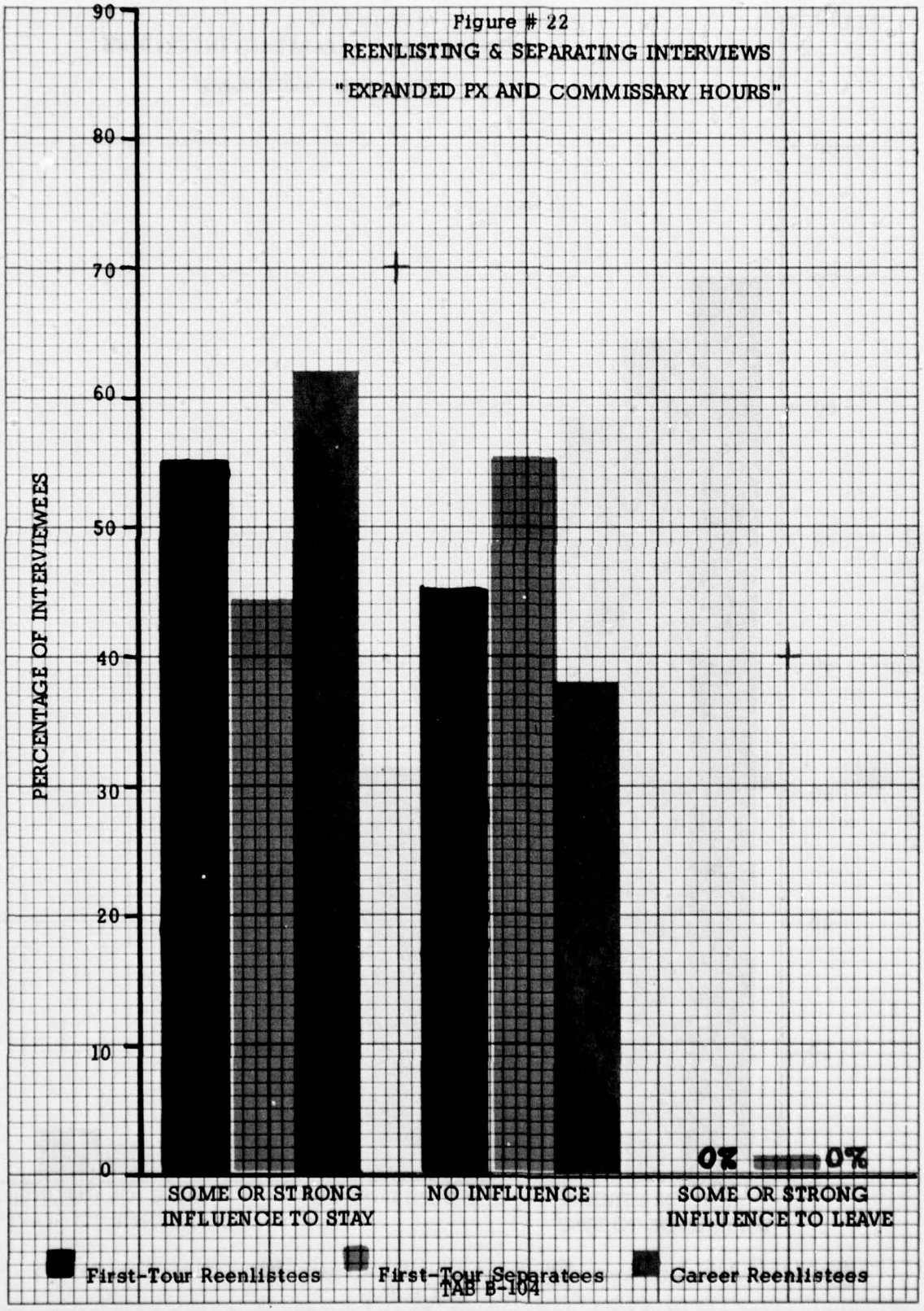


Figure # 23

REENLISTING & SEPARATING INTERVIEWS

"BARRACKS PARTITIONS"

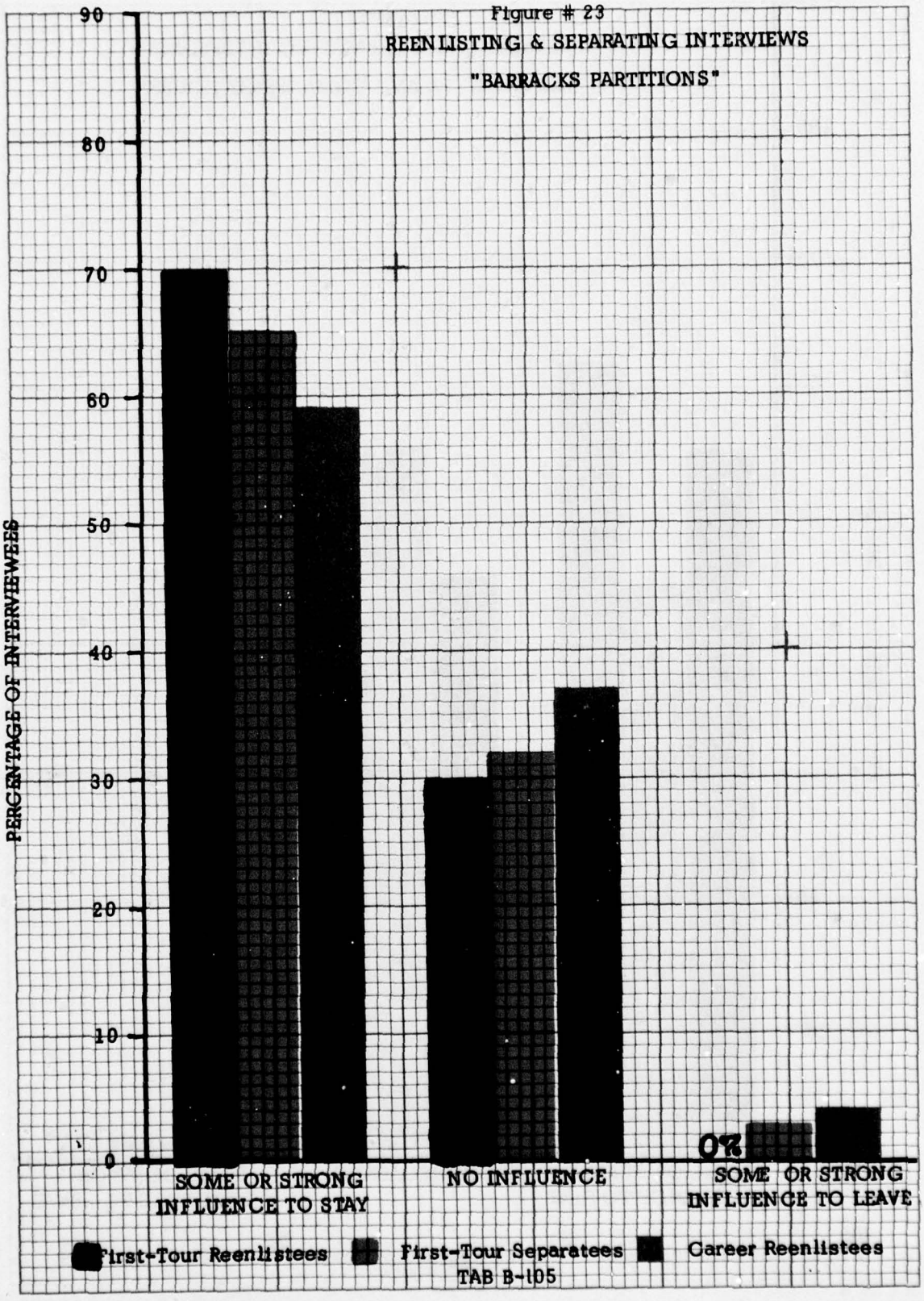


Figure # 24

REENLISTING & SEPARATING INTERVIEWS

"GUEST HOUSE ACCOMMODATIONS"

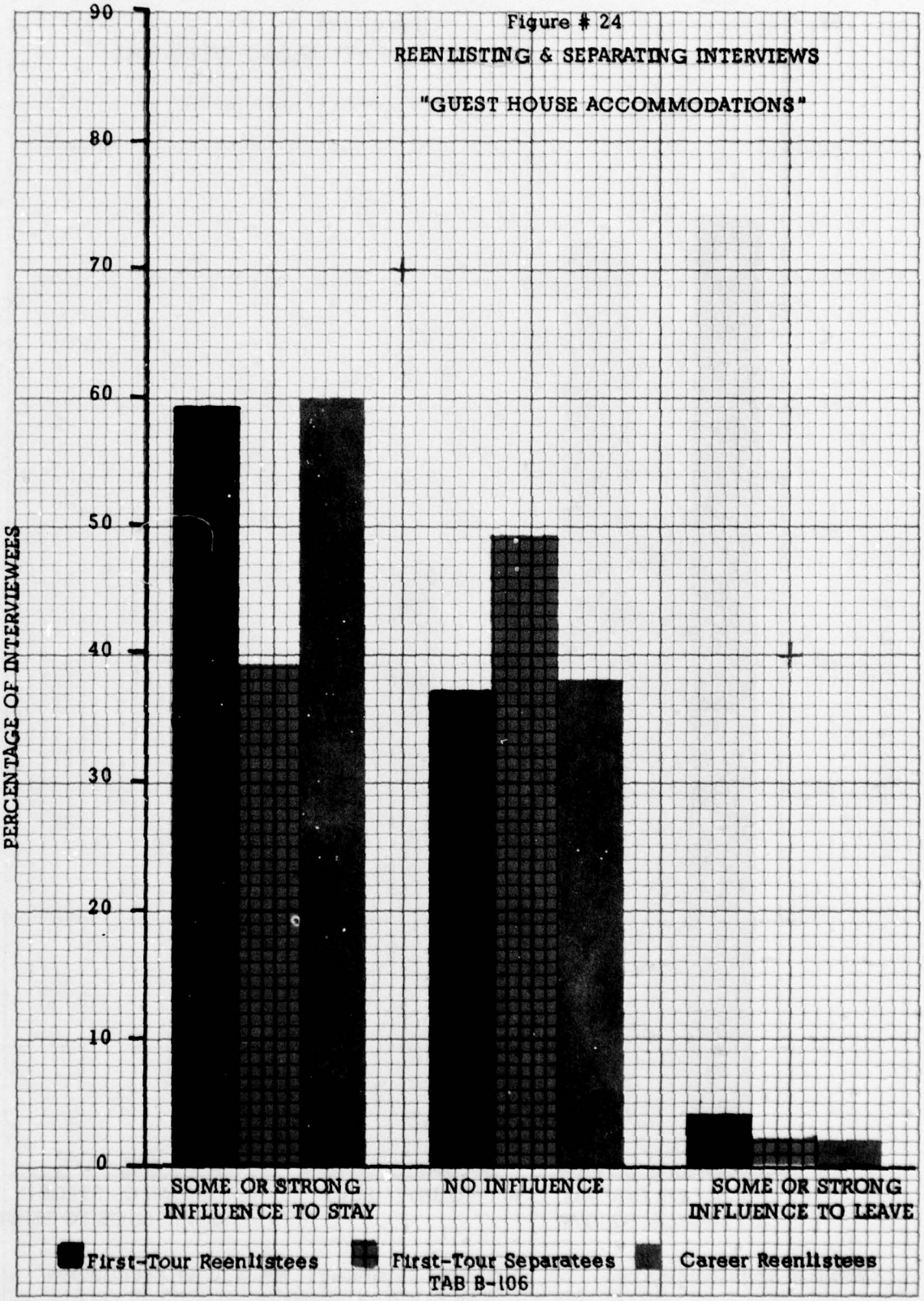


Figure #25

REENLISTING & SEPARATING INTERVIEWS

"PX INVENTORY EXPANSION"

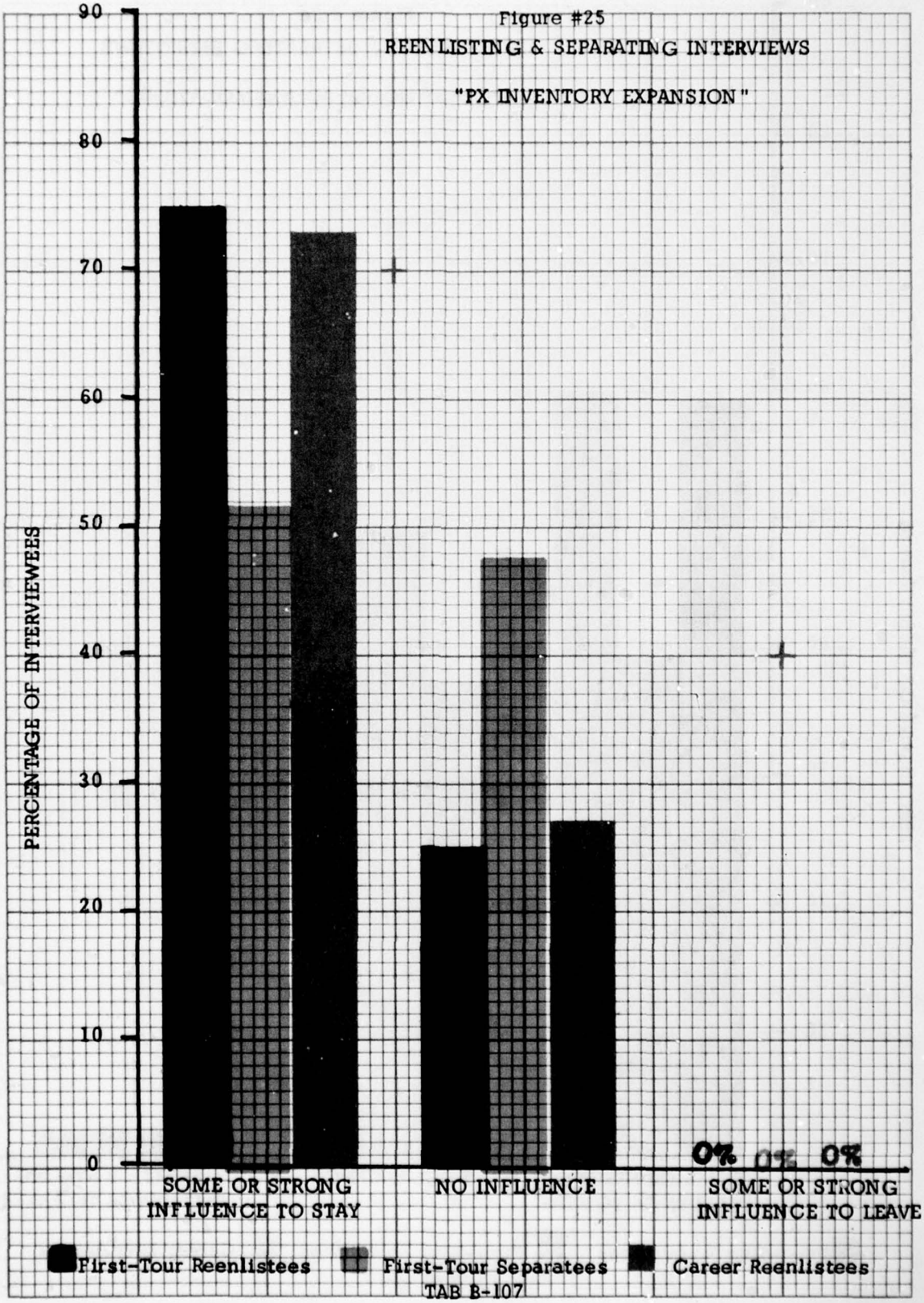


Figure # 26

REENLISTING & SEPARATING INTERVIEWS

"SHUTTLE BUS SERVICE"

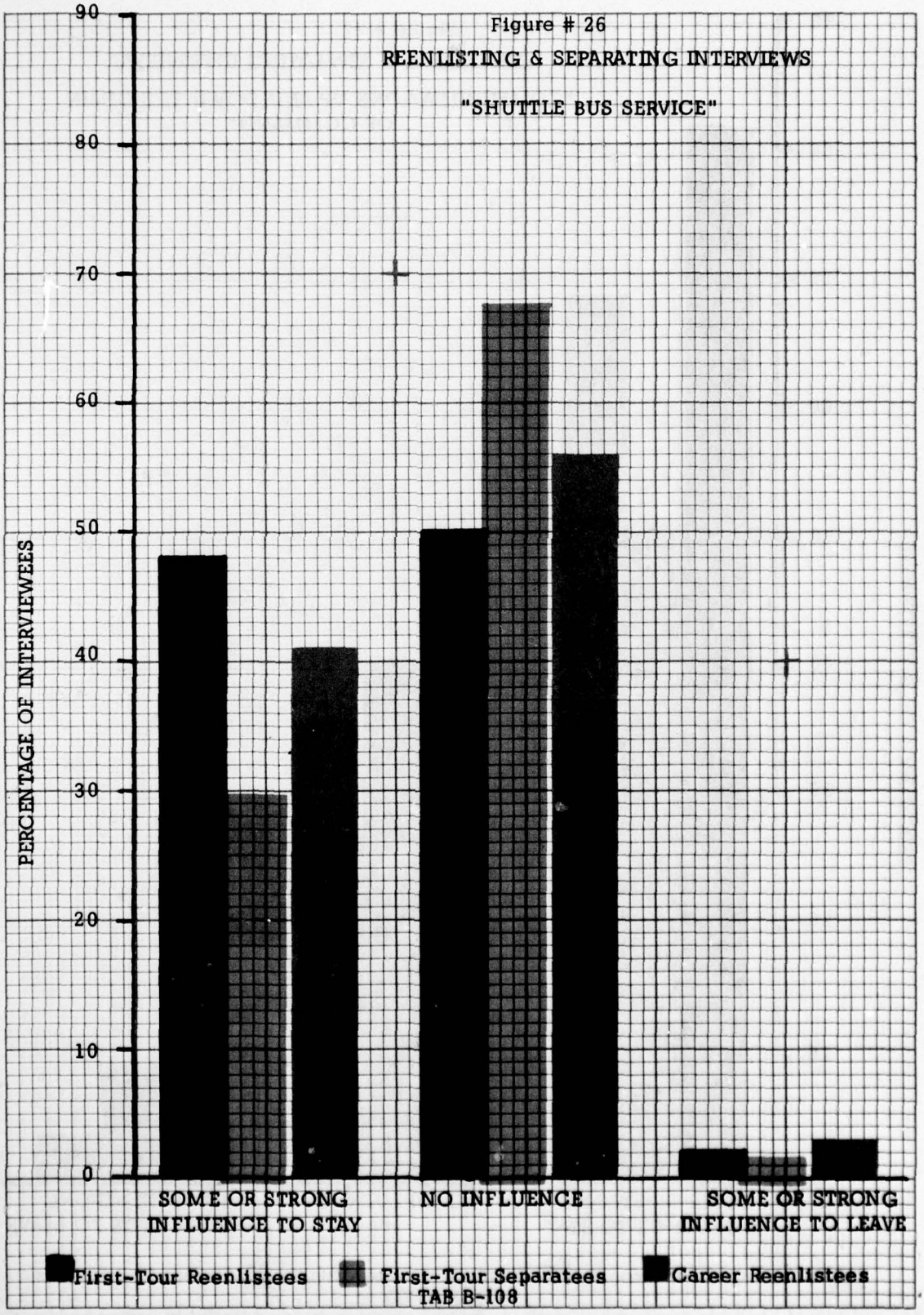


Figure # 27

REENLISTING & SEPARATING INTERVIEWS

"COMMUNICATIONS UP AND DOWN THE CHAIN OF COMMAND"

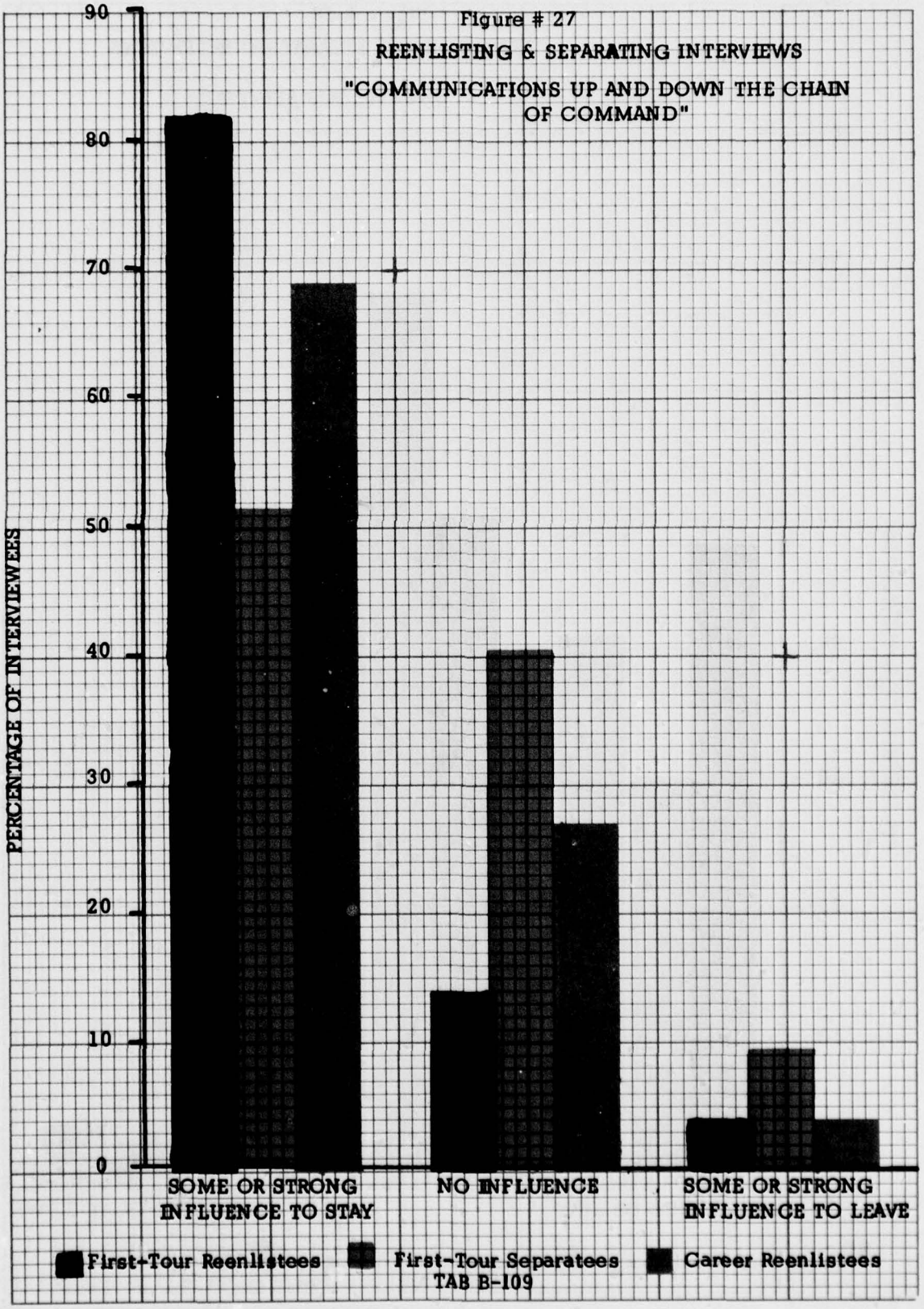
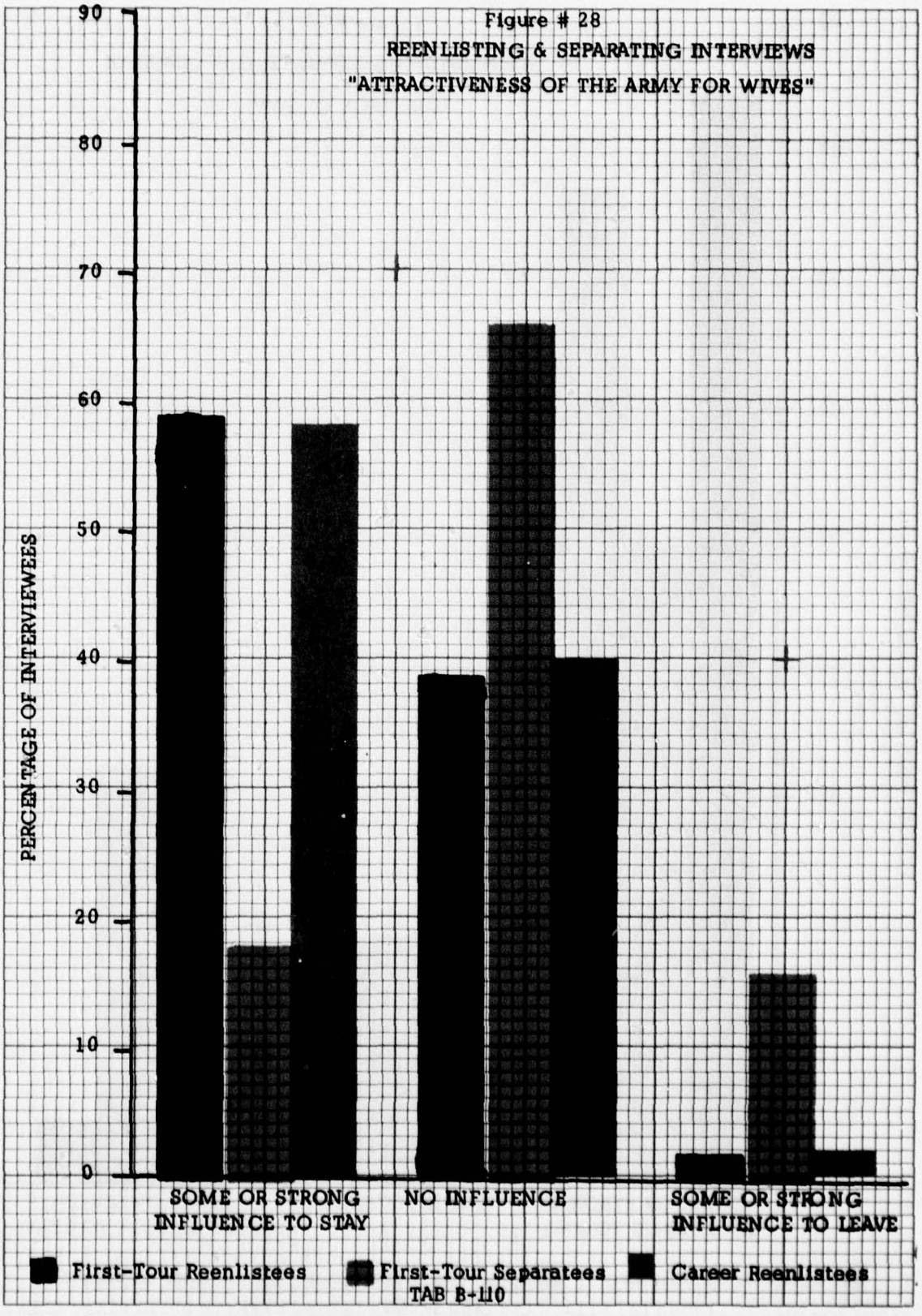


Figure # 28

REENLISTING & SEPARATING INTERVIEWS

"ATTRACTIVENESS OF THE ARMY FOR WIVES"

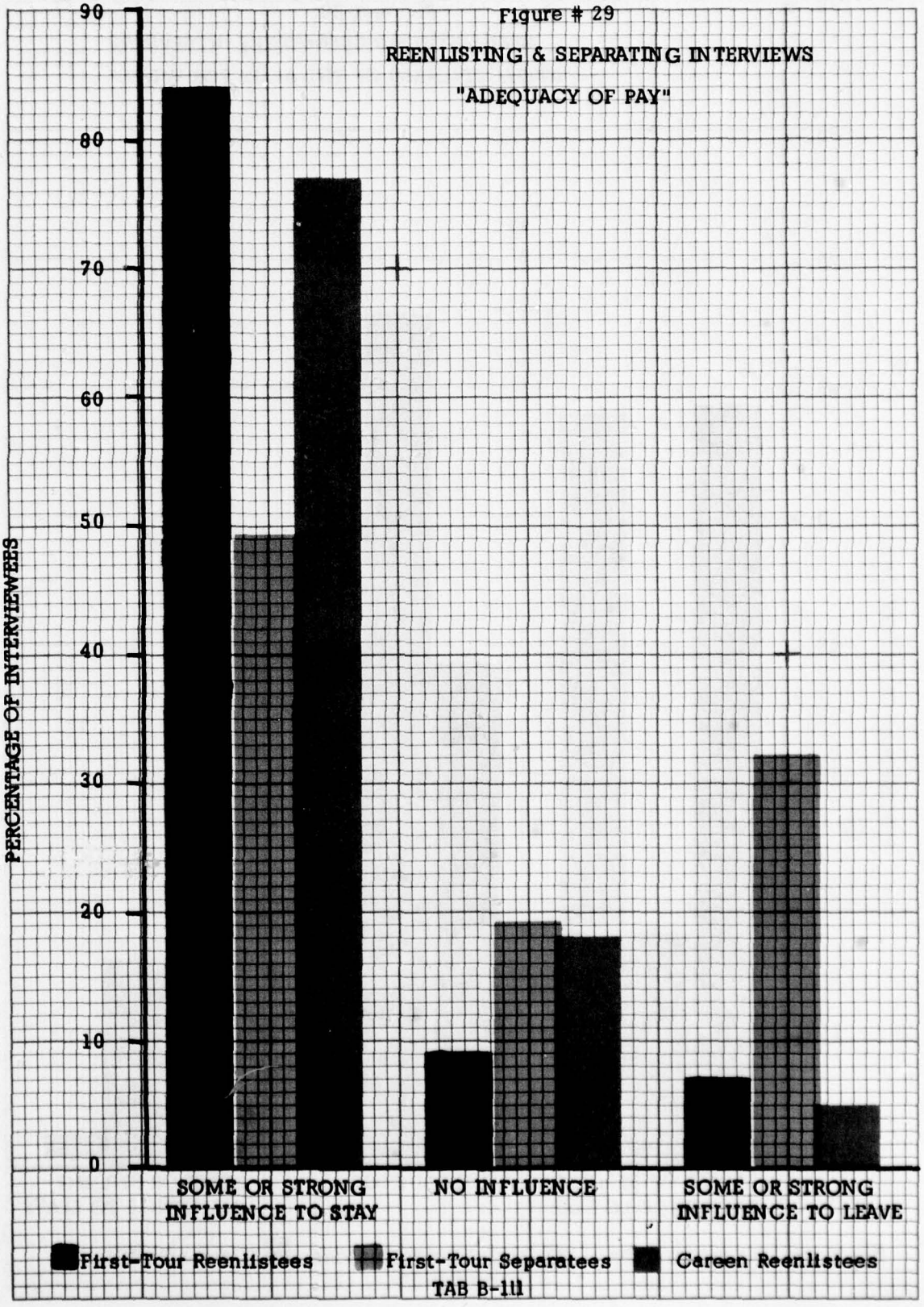


TAB B-110

Figure # 29

REENLISTING & SEPARATING INTERVIEWS

"ADEQUACY OF PAY"



TAB B-111

Figure # 30

REENLISTING & SEPARATING INTERVIEWS

"PROMOTION POLICY"

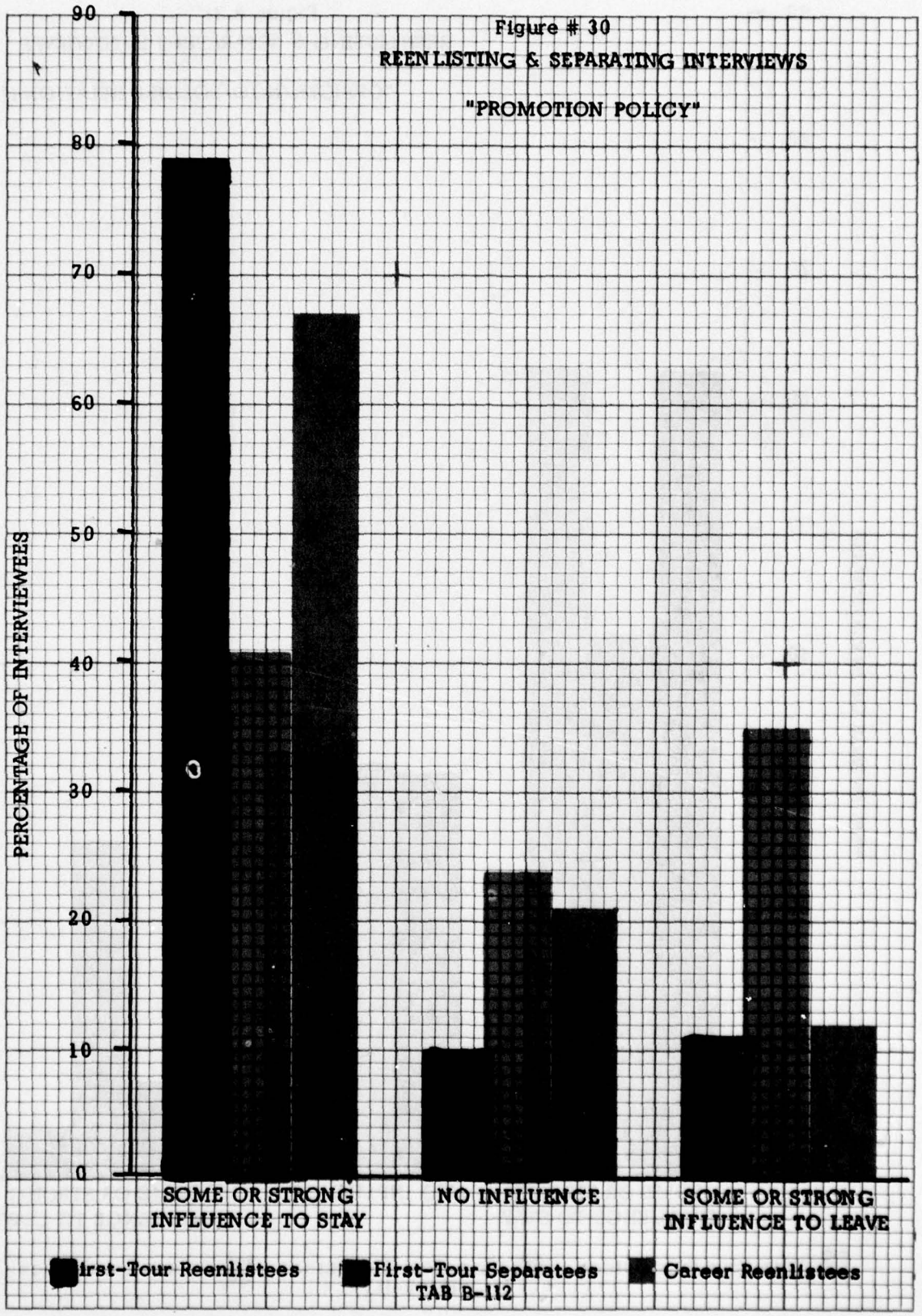
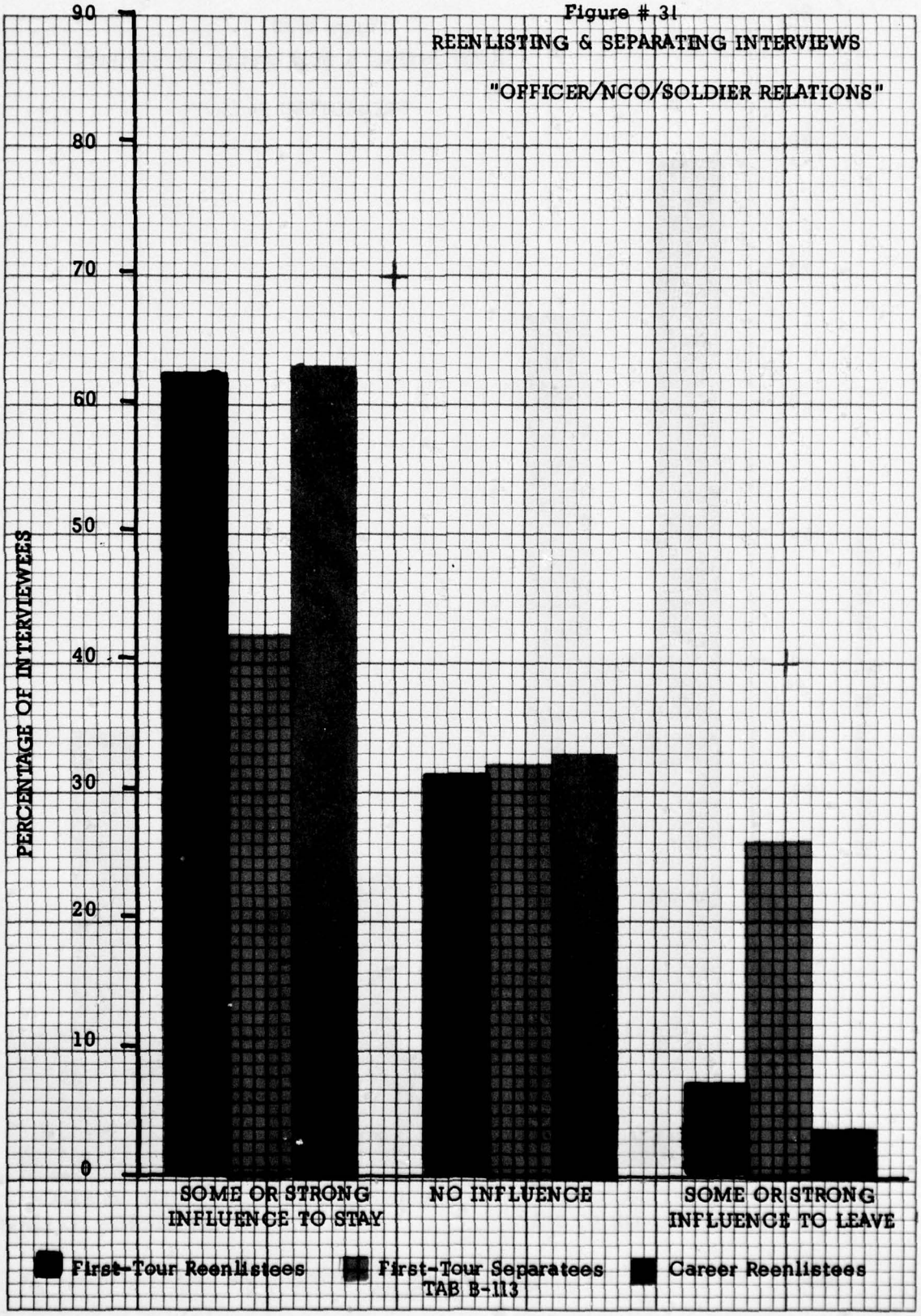


Figure # 31

REENLISTING & SEPARATING INTERVIEWS

"OFFICER/NCO/SOLDIER RELATIONS"

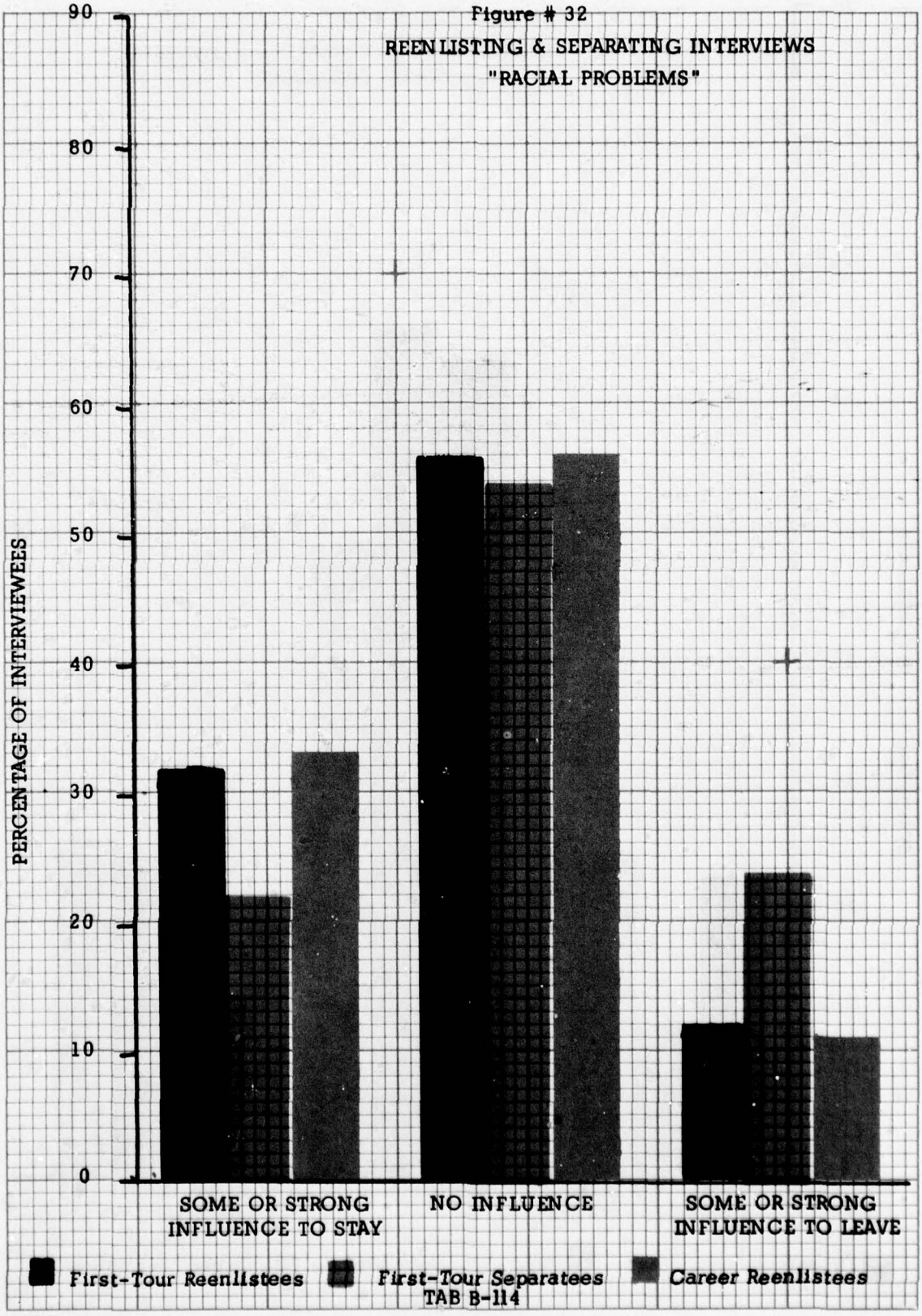


TAB B-113

Figure # 32

REENLISTING & SEPARATING INTERVIEWS

"RACIAL PROBLEMS"



TAB B-114

Figure # 33

REENLISTING & SEPARATING INTERVIEWS
"DRUG PROBLEMS"

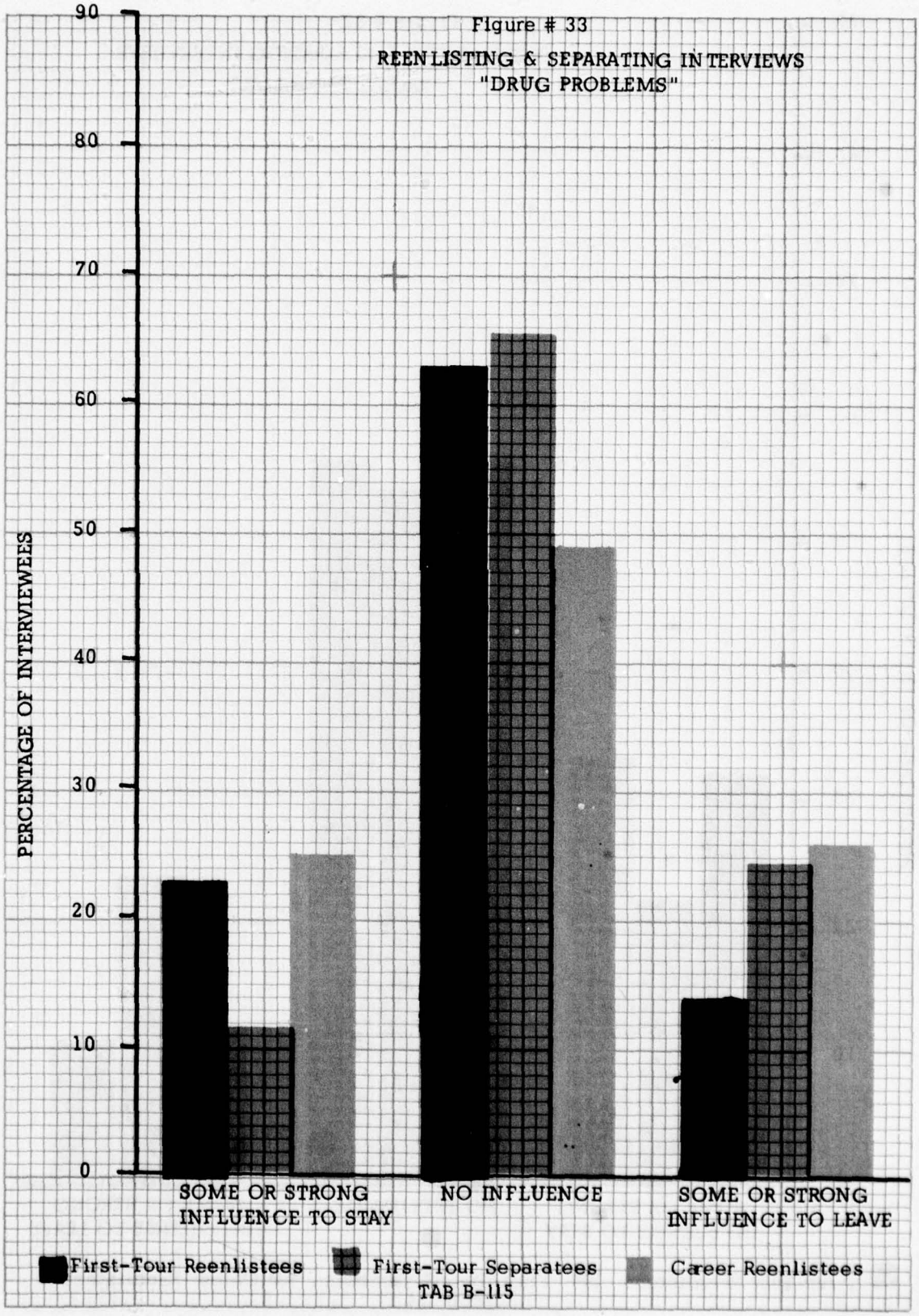
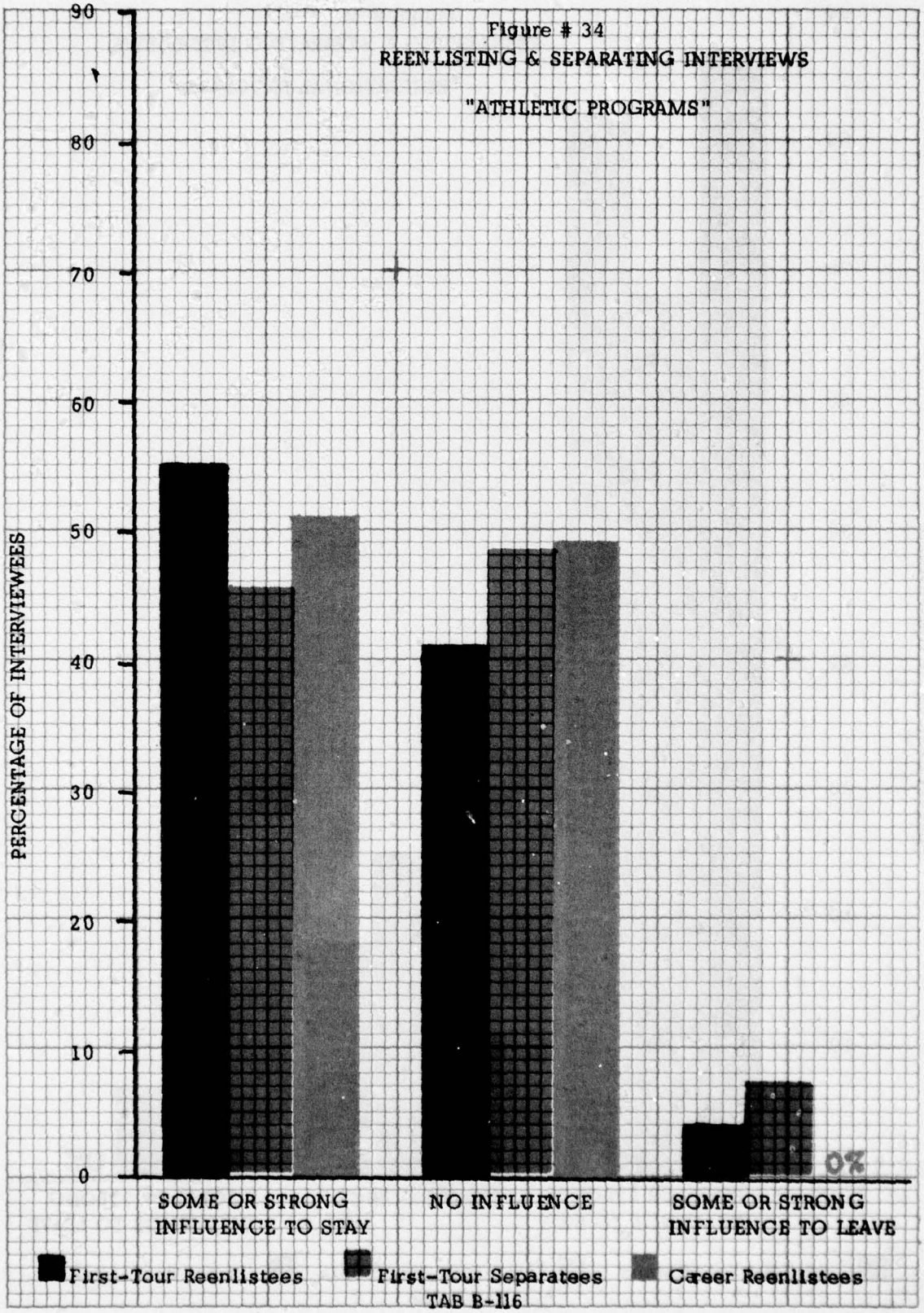


Figure # 34

REENLISTING & SEPARATING INTERVIEWS

"ATHLETIC PROGRAMS"



TAB B-116

Figure # 35

REENLISTING & SEPARATING INTERVIEWS

"EDUCATIONAL PROGRAMS"

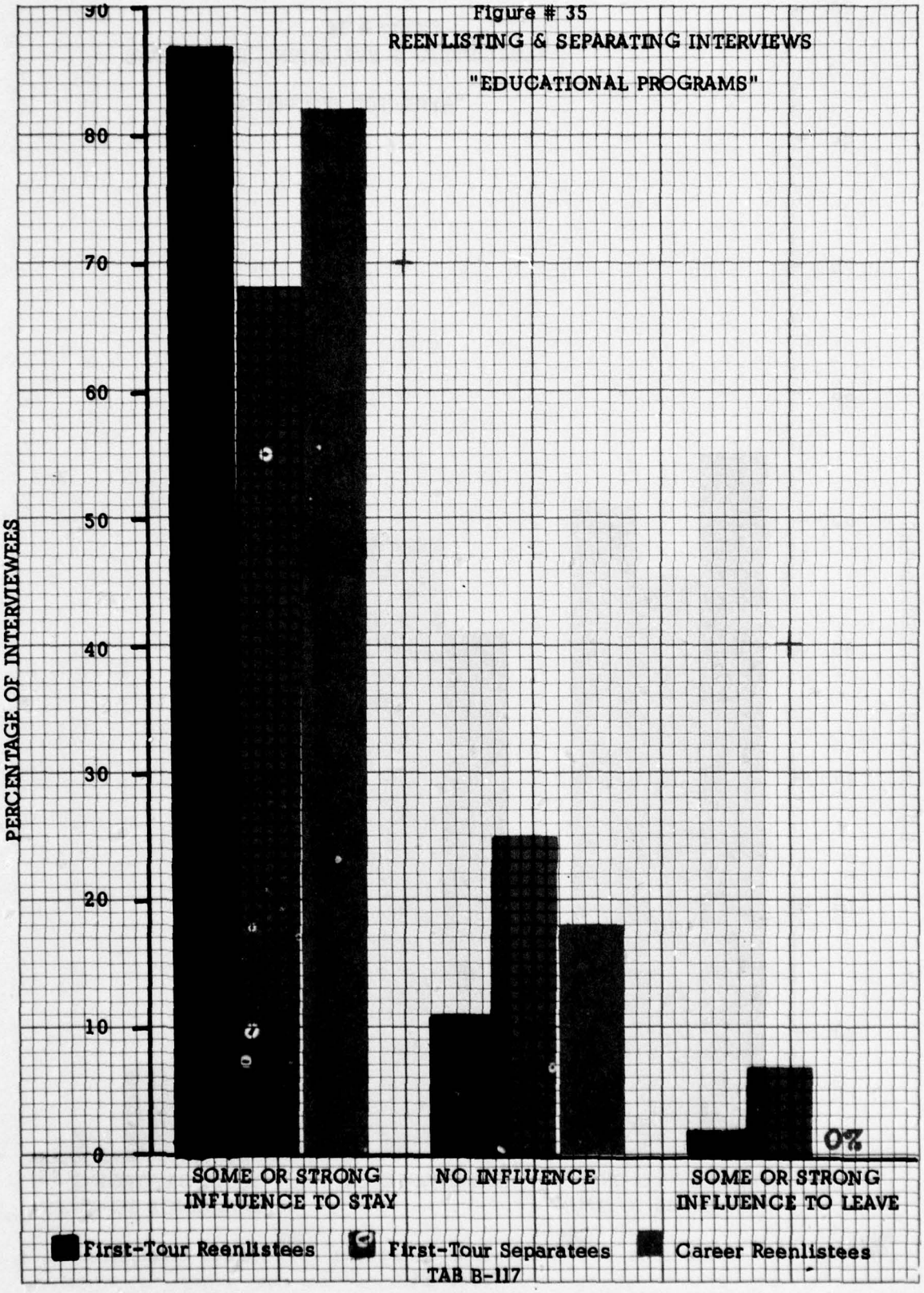


Figure # 36

REENLISTING & SEPARATING INTERVIEWS

"RELIGIOUS PROGRAMS"

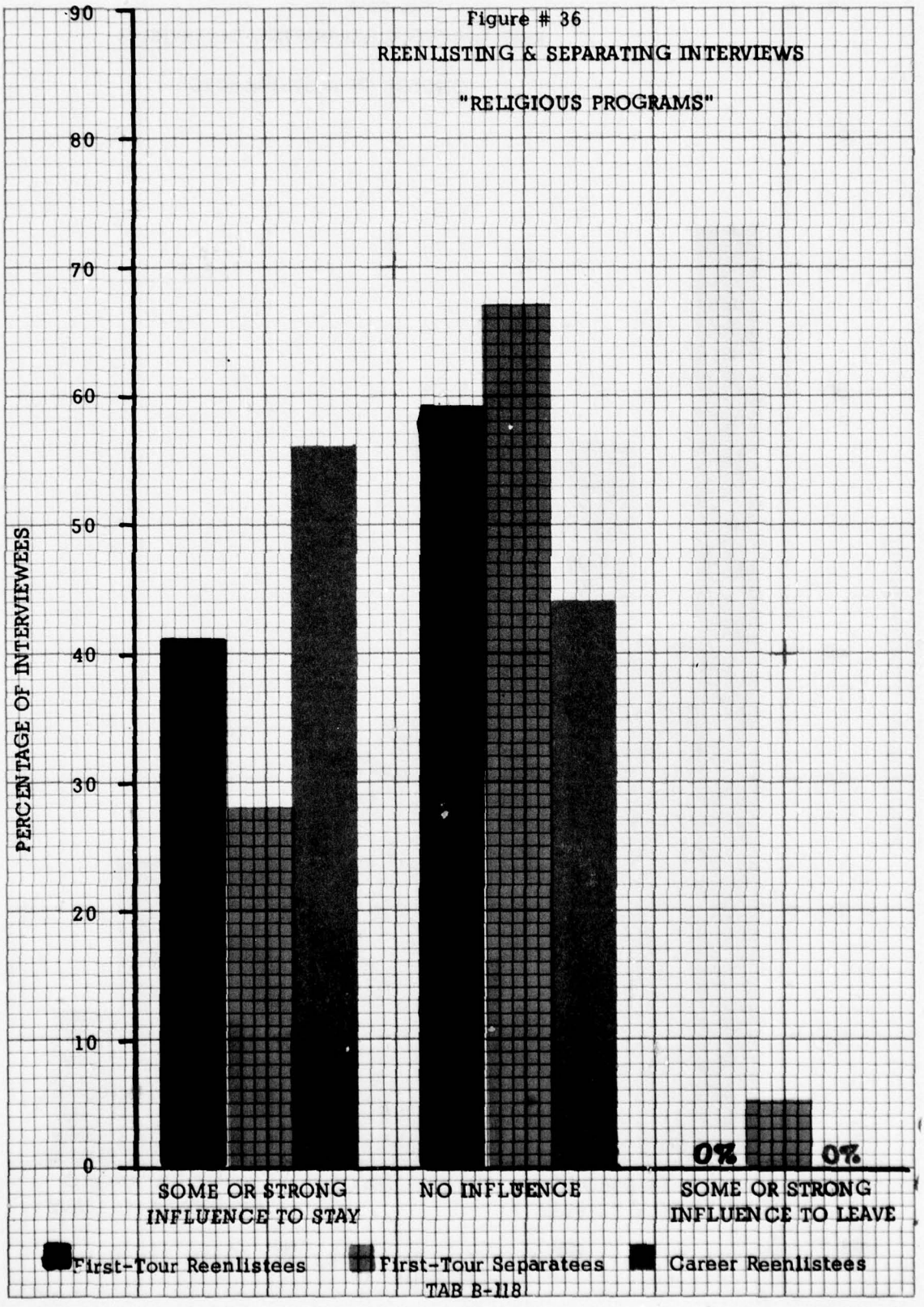


Figure # 37

REENLISTING & SEPARATING INTERVIEWS

"CHOICE OF ASSIGNMENTS"

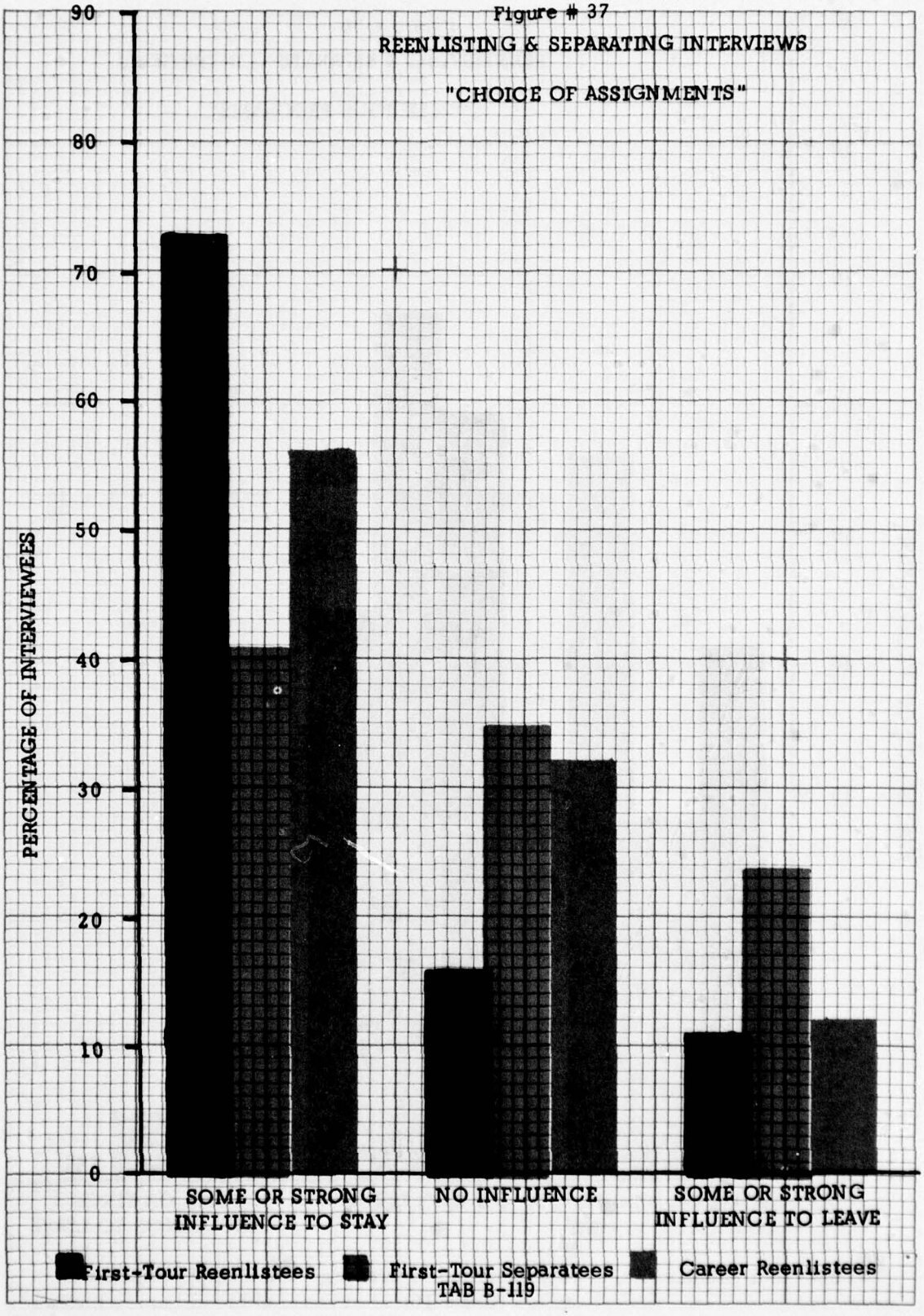


Figure # 38

REENLISTING & SEPARATING INTERVIEWS

"VOICE IN UNIT POLICIES"

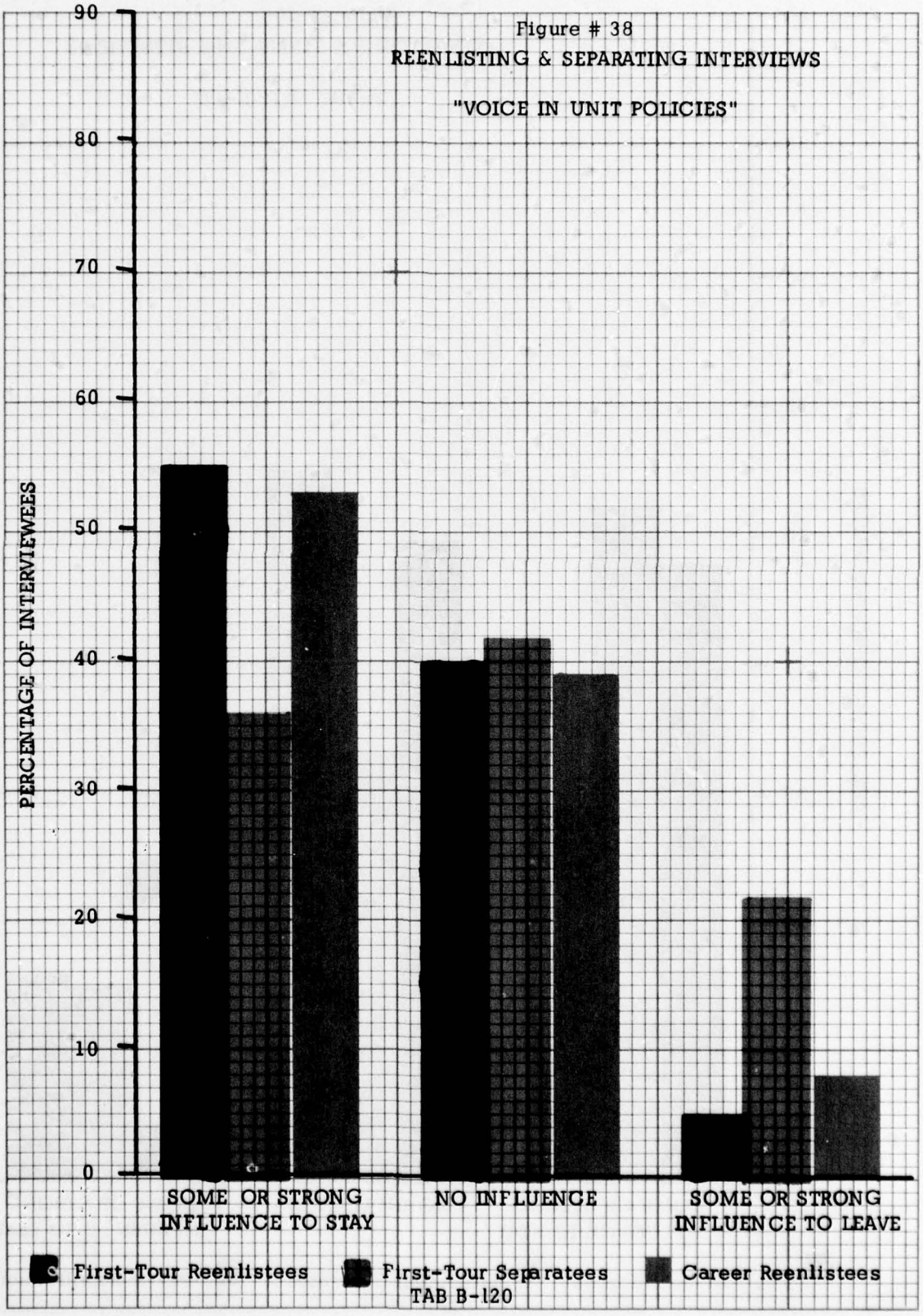


Figure # 39

REENLISTING & SEPARATING INTERVIEWS

"HAIRCUT POLICY"

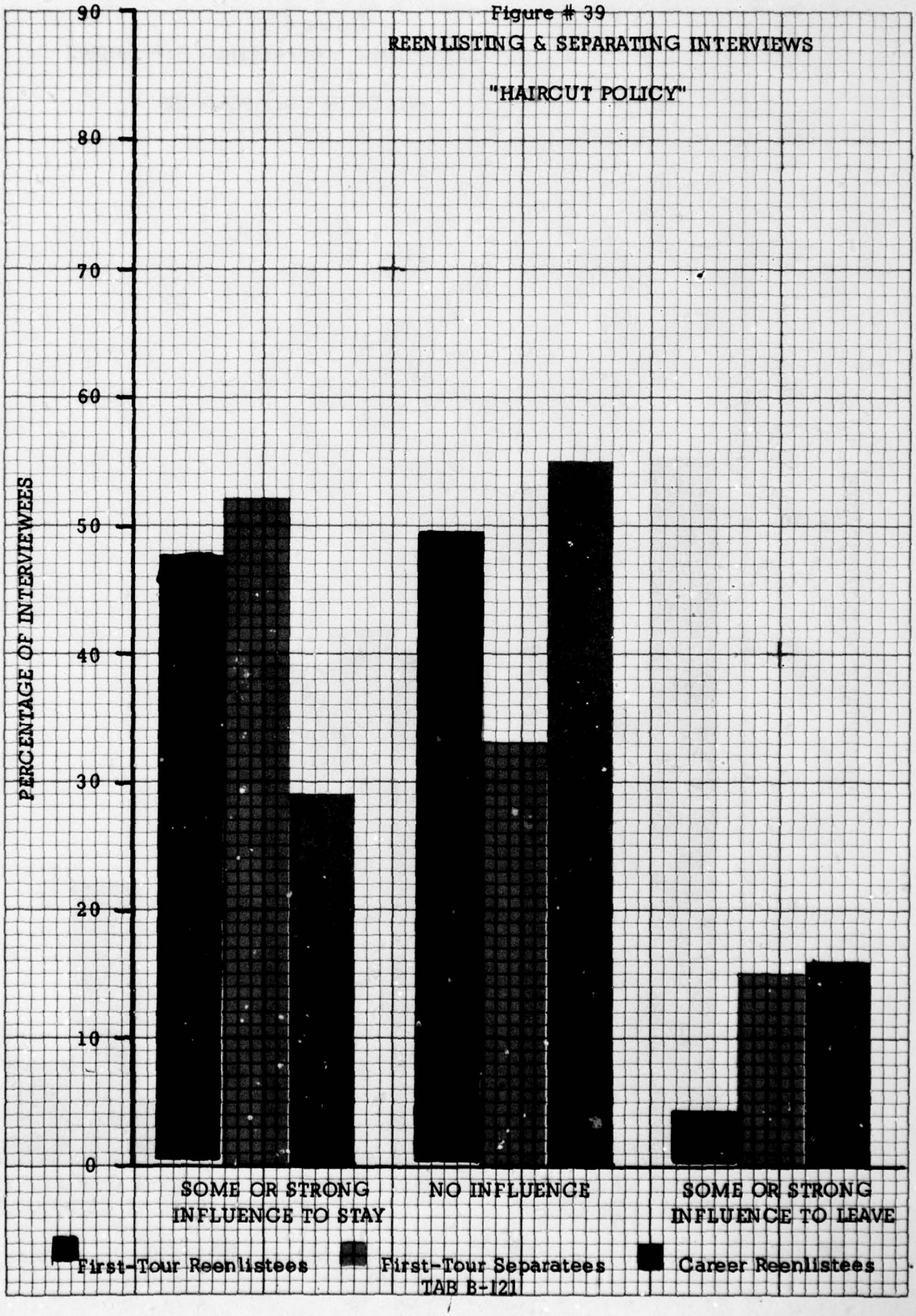


Figure # 40

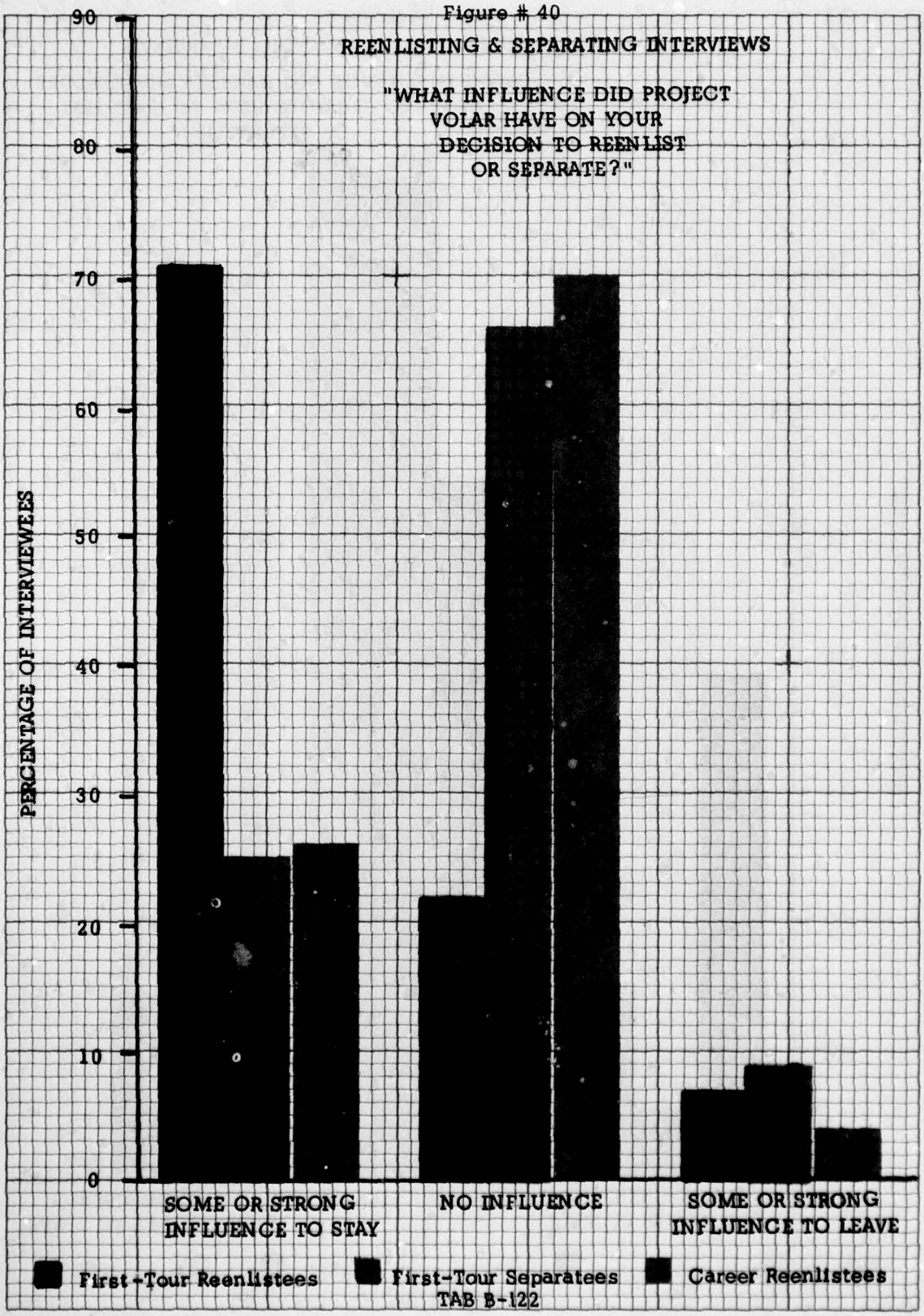
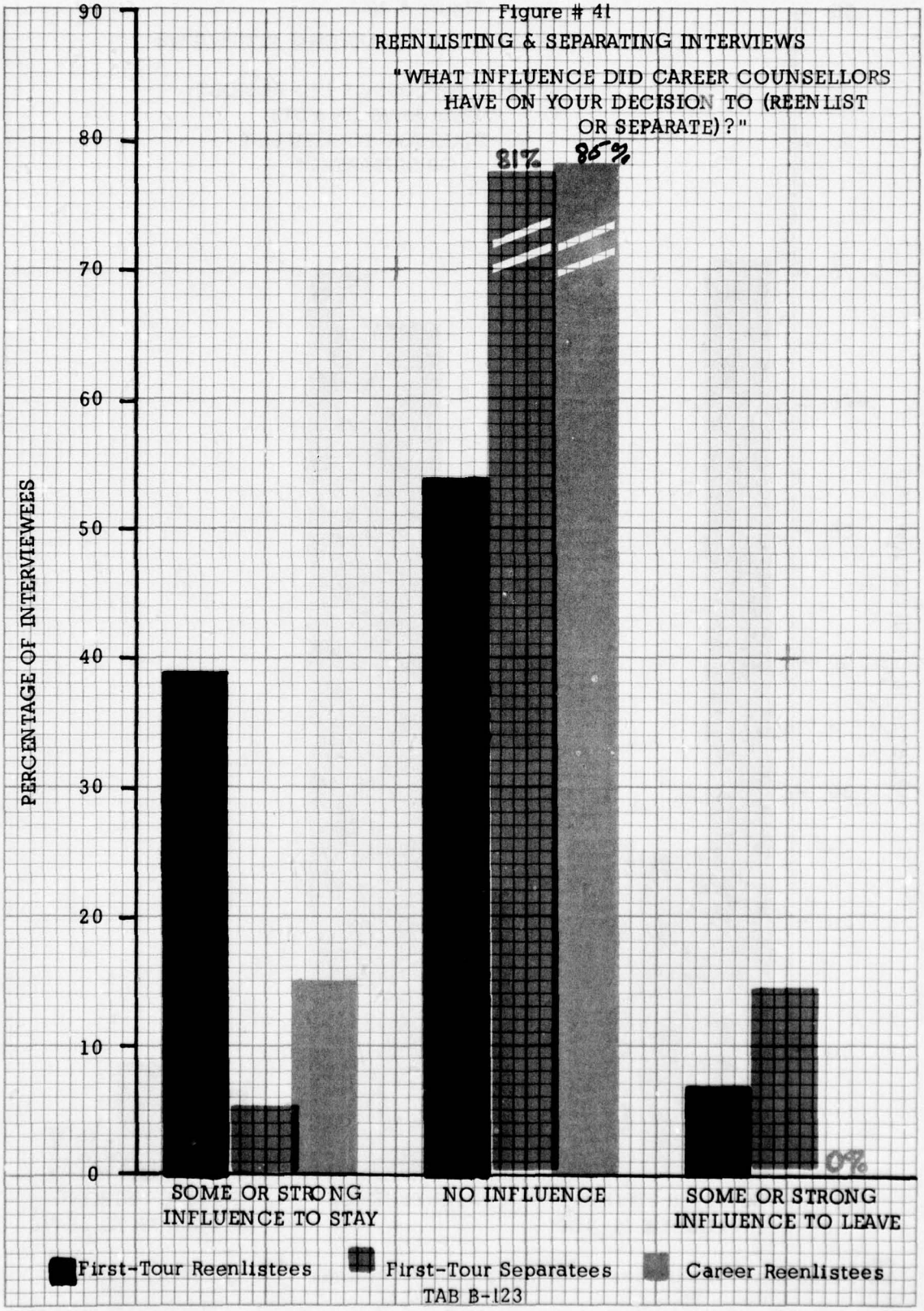

REENLISTING & SEPARATING INTERVIEWS
"WHAT INFLUENCE DID PROJECT VOLAR HAVE ON YOUR DECISION TO REENLIST OR SEPARATE?"
PERCENTAGE OF INTERVIEWEES
90
80
70
60
50
40
30
20
10
0
SOME OR STRONG INFLUENCE TO STAY
NO INFLUENCE
SOME OR STRONG INFLUENCE TO LEAVE
First-Tour Reenlistees
First-Tour Separatees
Career Reenlistees

Figure # 41

REENLISTING & SEPARATING INTERVIEWS

"WHAT INFLUENCE DID CAREER COUNSELLORS HAVE ON YOUR DECISION TO (REENLIST OR SEPARATE)?"



TAB B-123

Figure # 42

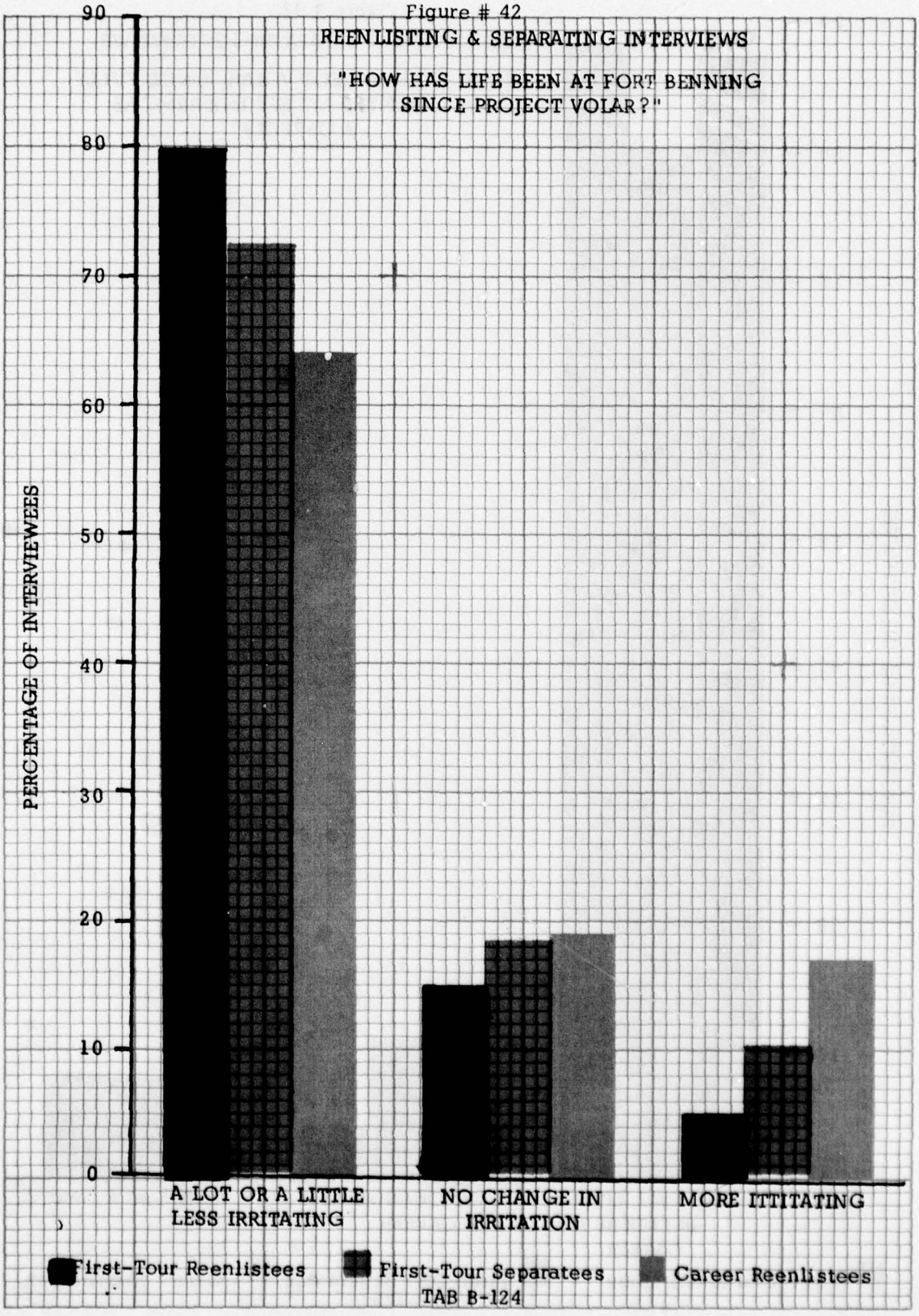
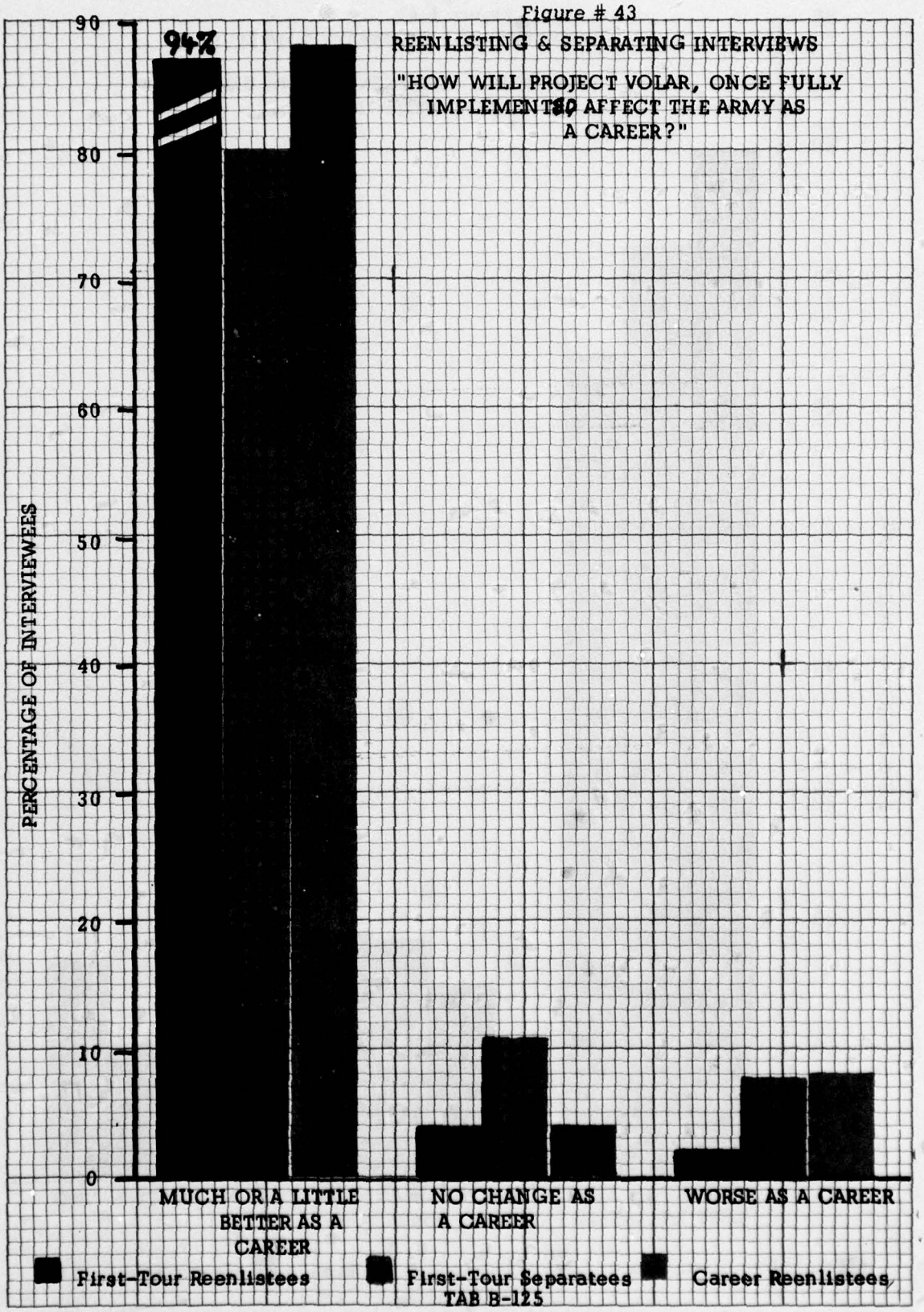

REENLISTING & SEPARATING INTERVIEWS
"HOW HAS LIFE BEEN AT FORT BENNING SINCE PROJECT VOLAR?"
PERCENTAGE OF INTERVIEWEES
90
80
70
60
50
40
30
20
10
0
A LOT OR A LITTLE LESS IRRITATING
NO CHANGE IN IRRITATION
MORE ITTITATING
First-Tour Reenlistees
First-Tour Separatees
Career Reenlistees

Figure # 43



TAB B-125

Examination of Tables 3 through 5 together reveals several significant patterns and permits some significant conclusions. First, examination of Table 3 shows that there is a substantial relationship between attitudes of both first-tour groups toward the individual VOLAR actions. Separatees tend to be less favorable toward any given item than reenlistees. However, even though this is so, when one group is favorable toward an item, the other has a tendency also to be favorable.

These three tables present the items that were considered most favorably by each group, and also identify items to which the groups reacted differently. A further grouping of these items is shown in Table 6, which separates items according to how favorably persons reacted to them, as well as whether differences between groups were significant. Examination of Table 6 leads to several potentially important conclusions. First, there were two groups of items toward which both groups tended to react favorably. One relatively large group of items also significantly separated the two groups. The smaller group did not.

The smaller group of items consists of elimination of KP, removal of travel restrictions during off-duty time, partitions in the barracks for privacy, and optional civilian dress for personnel who work during off-duty hours. It can be said that these four items are regarded equally favorably by both reenlistees and separatees, through they did not necessarily figure into career decisions. This does not mean that they are unimportant, however. Rather, they probably should be interpreted as actions which led to increased satisfaction with the Army, but without motivating the individual toward a career in the Army. In a sense, they consequently are probably like hygiene items, as described in Herzberg's Motivator-Hygiene Theory. These VOLAR actions would not necessarily increase motivation toward a career, but reversal of these actions probably would tend to drive soldiers out of the Army.

In contrast, it is probable that many or most of the items in the larger group had a positive impact on career decisions. While these are too numerous to list in the present discussion (see Table 6) a few are worthy of specific mention. For example, the establishment of a five-day work week and compensatory time off for weekend and holiday work were well regarded and strongly separated the two groups. The same was true of adequacy of pay and actions that upgraded the PX. Still another item which strongly separated the two groups was improvement of the attractiveness of the Army to the soldier's wife.

TABLE 6

GROUP REACTION TO ITEMS

FAVORABLE

Significant Group Differences				Non-Significant Group Differences			
Rank	Item No.	Mean	Content	Rank	Item No.	Mean	Content
1.5	4	1.57	Establishment of a five-day work week.	4.5	7	1.66	Elimination of KP.
1.5	23	1.57	Educational programs.	7.5	2	1.88	Removal of travel restrictions.
3	9	1.59	Compensatory time off for weekend and holiday work.	7.5	11	1.88	Partitions in the barracks for privacy.
4.5	17	1.66	Adequacy of pay.	12	8	2.07	Optional civilian dress policy for personnel who work during off-duty hours.
6	15	1.86	Improvement of communications up and down the chain of command.				
9.5	13	1.96	Proposal to expand PX Inventory to include major appliances, furniture, and a full range of sporting goods.				
9.5	25	1.96	Choice of assignments.				
11	18	1.98	Fairness of promotion policy.				
13	16	2.12	Improvement of attractiveness of Army to wife.				
14	10	2.16	Expanded hours of PX and Commissary.				
15	12	2.21	Contracting for local civilian facilities to provide guest house accommodations.				
			UNFAVORABLE				
17	19	2.27	Officer/NCO/Soldier relations.	17	1	2.27	Elimination of reveille.
20	26	2.34	Voice in unit policies.	17	3	2.27	Elimination of bed checks.
22	14	2.41	Improvement of shuttle bus service on post.	19	5	2.32	Sale of soft drinks in the barracks and mess hall.
23	24	2.48	Religious programs.	21	22	2.36	Athletic programs.
26	20	2.71	Racial problems.	24	27	2.49	Change in haircut policy.
				25	6	2.63	Sale of beer in barracks & mess hall.
				27	21	2.93	Drug problems.

It is worthwhile to consider these items as a subgroup within the overall group of items important to the reenlisting soldier. The central theme in these items is not difficult to discover, recalling the background differences between reenlistees and separatees discussed in the preceding section. Reenlistees were significantly more likely to be married. Regardless of whether the man is a soldier or not, the fact that he is married means that he probably feels that he has responsibilities not only to the Army, but also to his family. There probably are at least two basic kinds of family responsibilities. One is to provide them with financial security (see subsequent discussion). Another is to provide his family with some amount of his own time. (This latter responsibility is undoubtedly reinforced by near-demands placed on the husband by the wife that he spend time with his family). Considering especially this second general responsibility toward family, it is certainly not unreasonable that the reenlisting married soldier would strongly approve of actions that would enable him to satisfy his family obligations more adequately, and would be more strongly motivated toward a career that would permit him not only to do what he wants, but also meet his other responsibilities at the same time.

Examination of other items confirms the preceding observations. It will be recalled from TAB A that the "need" area of security was strongly related to career intentions. This "need" area included both physical and psychological security. The need for physical security is reflected in several other items in this most numerous group. One is adequacy of pay. The items relating to PX and Commissary can also be regarded as relating to physical security, i.e., improved PX and Commissary facilities increase the soldier's ability to provide material security for his family.

The need for psychological security is reflected also. The strong approval of educational programs suggests the soldier's desire for self-improvement. Improvement of communications up and down the chain of command, choice of assignments, and fairness of promotion policy all indicate confidence in the System, and a belief in fairness in the System. While neither group was overly satisfied with officer/NCO/soldier relations, the reenlistees were very significantly more favorable toward this item than were separatees. While improvement undoubtedly is needed in this area, the fact that reenlistees were more satisfied seems to confirm the probability that they have greater confidence in the System.

(See also item 26, "voice in unit policies" which also strongly separated these two groups.)

Examination of the items with which there was less satisfaction does not permit the same kind of clear-cut conclusions. Since soldiers were asked to indicate the extent to which these various items had had influence on their decision to remain in the Army, it is probable that some are irrelevant, and some indicate a genuine discontent. While conclusions based on these items might be in error, it does seem as though reactions to at least some of these items indicate a real dissatisfaction. For example, item 21 deals with drug problems. Both groups reacted rather negatively to this item, indicating, if responses can be trusted, that drug problems did exert a negative influence on their career decisions. The same can be said, though to a lesser extent, for item 20, racial problems.

It seems risky to draw conclusions about items that fell close to the midpoint of the scale, indicating "no influence". Most of the remaining items in Table 6 did fall there. It is probable that some of these items were important to some soldiers, but not to others. Unfortunately, to determine whether or not that is true, it would have been necessary to conduct follow-up interviews with the soldiers who answered these particular items, or supplementary interviews with other soldiers to confirm these conclusions, and time did not permit that step during the conduct of this study.

In summary, reactions of soldiers to VOLAR actions formed a reasonably meaningful picture. The background data indicated that reenlistees tended to be individuals with family responsibilities more often than not. It would, therefore, seem reasonable that such soldiers would react more positively toward organizational actions that permit them to do a better job of satisfying family responsibilities while, at the same time, performing meaningful work. Examination of reactions of soldiers to VOLAR actions in this section confirms this thought.

This probably is a most significant kind of observation. While there were some items toward which the reactions of all soldiers tended to be much the same, e.g., elimination of KP, the family and security oriented items suggest that fundamental military philosophy about utilization of the enlisted soldier may require re-examination. This philosophy,

in past times, tended to emphasize the 24-hour a day duty responsibility of all soldiers. It is clear that this philosophy is in direct conflict with the family responsibilities of married soldiers. However, at the same time, an Army career has powerful attraction for many people, and the security of Army life has powerful appeal for the young married soldier with strong needs to provide material security for his family. Perhaps it is for these reasons that reenlistees are highly favorable toward VOLAR actions which permit them to handle their family responsibilities more adequately.

While on the surface, it might seem that making an enlisted career more attractive to the married soldier defeats the requirement for duty first, this may not be entirely correct. Other research shows that the married soldier is likely to be more dependable, and more settled. The conclusion, therefore, might be that increased emphasis on actions to improve the attractiveness of an Army career for enlisted soldiers in the lower grades may produce not only greater retention rates, but also greater stability and dependability within the enlisted ranks. The reverse implication is that the unmarried soldier is not dependable or stable. It should be emphasized that the data in no way permit this conclusion, and, further, that the data in no way permit the conclusion that the attractiveness of an Army career cannot be enhanced for an unmarried soldier. While both conclusions may be true, there is no basis in the present study for them. Further work would need to be done to determine whether they are true.

Summary Evaluations of VOLAR

A final part of Section 3 asks four questions, concerning the interviewee's evaluation of VOLAR as a program. Results of these questions are shown in Figures 40-43. The first of these items concerned the influence of Project VOLAR on the decision to reenlist or separate. Seventy-one per cent (71%) of reenlistees responded positively to this question, ie., that it had at least some influence on their decision to stay. Only 25% of separatees did. Conversely, 67% of the separatees indicated that it had had no influence, while only 22% of reenlistees did. While these results may have been influenced by a general positive bias on the part of reenlistees, the findings still suggest strongly that VOLAR was a powerful influence for those soldiers who reenlisted. (This also supports conclusions reached in the preceding discussion). Two additional

items illustrate the attitudes of soldiers toward Project VOLAR. The first asked how life has been at Fort Benning since Project VOLAR was initiated. (See Figure 42). Of the five possible responses, either "a lot less irritating" or "a little less irritating" were chosen by 80% of reenlistees, 72% of separatees, and 64% of career NCO's who reenlisted. The second question asked how Project VOLAR, after fully implemented, would affect the Army as a career. Of five possible responses, two were "Much Better as a Career", and "A Little Better as a Career". One of these two responses was selected by 94% of the reenlistees, 81% of the separatees, and 88% of career NCO's who reenlisted. These responses indicate massive support in the enlisted ranks for Project VOLAR.

A final point concerns the question of the influence career counselors had on the decision either to reenlist or separate. It is not certain what degree of confidence can be placed in answers to this question. Thirty-nine percent (39%) of first-tour reenlistees indicated career counselors had either had some or strong influence on their decisions to stay. Only 5% of separatees responded positively to this item. However, 54% of reenlistees indicated career counselors had had no effect, and 7% indicated some or strong influence to leave the Army, even though their eventual decision was to reenlist. There was a strong suggestion here that the activities of career counselors merit examination, and that a systematic program to upgrade both their skills and the effectiveness of their activities might pay handsome devidends.

Attitudes Toward the Army.

The VOLAR reenlistment and separation questionnaire contained the same general attitude items as the larger VOLAR survey, to measure the following four broad "need" areas:

I. Pride and intrinsic value from Army service.

II. The feeling that the Army's demands are inequitable.

III. Security, both material and physical, to be gained from Army membership.

IV. Leadership which is capable, understanding, and responsive to the needs and problems of men.

Table 7 shows average scores for reenlistees and separatees on these four "need" areas. All four areas discriminated strongly between these two groups, with reenlistees scoring more favorably on all four. Conclusions can also be drawn from examination of the averages within groups, across the four areas. For reenlistees, security was regarded most favorably, followed by leadership, and then by inequities and ego involvement. The fact that security is quite high confirms observations in the preceding section, that one important factor for reenlistment probably was the feeling by the enlisted soldier that Army service permits him to satisfy the material requirements of his family. The fact that ego involvement is so low is disturbing. This suggests the possibility that the soldier may be trading satisfaction in his work for security for himself and his family. If this is correct, it is a situation which does not promote the highest motivational levels possible.

Examination of these same four means for separatees indicates a somewhat different picture. As might have been expected, security is lower for this group, probably because their single status does not create security needs that are as strong as those which exist for reenlistees. Inequities (a high score here, where a low score is desirable) reflects strong dissatisfaction. Further, ego involvement (pride in Army service) is extremely low. It is probable that these two, taken together, reflect the separatee's general dissatisfaction with military service as much as any specific thing. It will be recalled that separatees were generally less satisfied with VOLAR actions than reenlistees (see preceding section). However, at the same time, these results suggest the possibility that improvement may be needed. To the extent that the requirement for a young, mobile Army is difficult to satisfy with married soldiers, it seems that it might be highly desirable to find ways of involving the young unmarried soldiers, it seems that it might be highly desirable to find ways of involving the young unmarried soldier in the work that he does, and ways of leading him to feel pride in what he does. This may be more difficult than for the married soldier, because the latter is probably more mature. However, it probably still needs to be done.

Specific Soldier Suggestions

In a final section of the interview, soldiers were asked to name specific things that could be done to make the Army more attractive. The first of these questions, the results to which are shown in Table 8, was "What would be the single most important thing that could be done to

TABLE 7

Section IV

t-Test of Significance for Mean Factor

MEANS First-Tour Reenlistees	First-Tour Separatees	Factors*	p
2.61	1.92	Ego Involvement	.000
2.73	3.19	Inequities**	.001
3.73	2.62	Security	.000
3.18	2.65	Leadership	.000

*The items making up these four factors can be seen at TAB A, Overall Scientific Evaluation.

**NOTE: A smaller score is desirable on this factor.

TABLE 8

Question 33. What do you think would be the single most important thing that could be done to make the Army more attractive as a career?

No. of Responses	Percentage of Total Response	Response Category
68	32.7%	Pay
24	11.5%	Job Satisfaction
23	11.1%	Choice of Duty Station
21	10.1%	Individual Freedom, Respect, & Responsibility
19	9.1%	Better Leadership
17	8.2%	Less Harassment
10	4.8%	Improved Promotion Methods
8	3.8%	Enforce Existing VOLAR Policies
4	1.9%	More Discipline
2	1.0%	Quality Control People Entering the Army
12	5.8%	Miscellaneous Items

make the Army more attractive as a career?" The most important thing, which occurred about one-third of the time, dealt with pay. Second and third items dealt with job satisfaction and choice of duty station, while the fourth item dealt with the need for greater individual freedom, respect, and responsibility.

The second question asked was: "What would be the most important thing that could be done to increase interest in young men, to lead them to serve just one or two enlistments after which they would leave the Service for a civilian career?" The results from this question are shown in Table 9. While much the same responses occurred to this question as occurred to the preceding question, there are some interesting changes. First, job satisfaction emerged as the most important item, and pay as the second most important one. This is a reversal from the preceding question. Further, educational opportunities were mentioned as the fourth most important item. Considered in conjunction with conclusions already reached, this suggests that attempts to increase career attractiveness within the Army may need to be oriented toward two separate groups, with different purposes in mind. The first is the young married soldier who desires a career which offers long-term security and opportunity for advancement, which will enable him to satisfy responsibilities which he has already clearly defined for himself, including family responsibilities. This individual is a mature person with mature values and mature career interests. The second group consists of individuals who are probably less mature, who have fewer responsibilities, and who are much more concerned about being interested in what they are doing than in security. The presence of "educational opportunities" on this list suggests that at least a significant portion of this second group may well be interested in using the Army as a springboard to civilian occupations.

Finally, separatees were asked to rank ten possible items, to identify the first, second, and third most important reasons for leaving the Army. These results are shown in Table 10. Responses to this question can be analyzed either by looking at first choices only, or total number of responses per item. It is possible that greater stability in conclusions can be reached by examining total number of responses,

TABLE 9

Question 34. What would be the most important thing that could be done to increase interest among young men in serving just one or two enlistments, after which they would leave the service for a civilian career?

No. of Responses	Percentage of Total Response	Response Category
64	32.5%	Job Satisfaction
40	20.3%	Pay
21	10.7%	Individual freedom, respect, and responsibility
20	10.2%	Educational Opportunities
18	9.1%	Choice of Duty Station
5	2.5%	Enforce Existing VOLAR Policies
5	2.5%	Faster Promotions
5	2.5%	Less Harassment
3	1.5%	Honesty in Recruiting
2	1.0%	Experience Army Life Before Commitment
12	5.8%	Miscellaneous

TABLE 10

Question 35. Of the following items, select the three (3) which are nearest your reasons for leaving (ETS) the Army. Rank your responses with #1 being the most important and #3 being the least important of the three.

Rank (by Total Responses)		Rankings (%) 1	2	3		Item
1.	140	34.3%	40.0%	25.7%	6.	Pay
2.	127	33.9%	35.4%	30.7%	7.	Restriction (Personal freedom)
3.	126	27.8%	34.9%	37.3%	4.	Job Satisfaction
4.	90	42.2%	30.0%	27.8%	5.	Harassment
5.	77	48.1%	26.0%	26.0%	1.	School
6.	72	23.6%	34.7%	41.7%	2.	Stationed near home
7.	65	24.6%	32.3%	43.1%	8.	Respect and responsibility
8.	26	57.7%	15.4%	26.9%	10.	Other
9.	25	20.0%	28.0%	52.0%	3.	Efficiency
10.	23	17.4%	39.1%	43.5%	9.	Security

and an analysis in these terms is presented at the left of the table. Pay was the item most often mentioned. Restriction in personal freedom and job satisfaction were second and third, while harassment was fourth. It must be recalled that these responses were obtained from separatees, and, consequently, may be emotionally biased. The presence of harassment as an item is suggestive of this possibility. However, the presence of items dealing with pay, restriction, and job satisfaction so strongly confirms previous findings from this study that there can be little doubt that these were meaningful responses. Paradoxically, the first two of these, at least, are items toward which VOLAR actions have been directed. Pay was increased by Congressional action, and policy changes increasing personal freedom have been taken at both Army level and Fort Benning level. Unfortunately, job satisfaction is a more difficult area to attack, though there seems to be little doubt that it should be the object of future efforts. It may be unfair to "hedge" on these results. However, it is tempting to speculate that for these separatess, the decision to leave the Army may well have been made before VOLAR actions were implemented. If this is, in fact, the case, it would be quite important to continue this kind of data collection, to see whether these factors become less important as a reason for separation among soldiers whose first experience was a VOLAR Army.

SUMMARY

Overall, the results of this study strongly confirm the findings from the general VOLAR evaluation, presented in TAB A, but serve, in addition, to sharpen some of those conclusions. First, it is evident that Project VOLAR is recognized among enlisted soldiers of all ranks as having had a very powerful impact on the desirability of Army service, The results of this survey indicate, in addition, that a significant portion of reenlistees are soldiers with families, toward whom they evidently feel substantial responsibility as a breadwinner. Those VOLAR actions which seemingly permit the opportunity to satisfy those responsibilities to a higher level appear very strongly to distinguish between reenlistees and separatees. Such items include establishment of a five-day week, compensatory time off for weekend duty, etc.

Analysis of general "need" areas indicates that satisfaction of security needs probably is most important to reenlistees, in turn, probably because of resulting ability to satisfy family responsibilities. In contrast, job satisfaction is not high. These results suggest that finding ways to improve job satisfaction among both reenlistees and separatees may be one of the most pressing needs for future action. This conclusion seems to be confirmed by responses of separatees, dealing with most important actions that could be taken to improve the attractiveness of the Army as a career.

Taken as a whole, these results suggests that there probably are two different groups to which the Army needs to have appeal. The first is the more stable soldier with mature career interests, who is also more likely to have family responsibilities. This soldier, when he reenlists, is probably making a long-term career decision. There is some suggestion from the data that this intention may have existed even at the time of the very first enlistment. Actions to enhance the stability of this soldier's home environment would increase the attractiveness of the Army as a career. The importance of this group cannot be underestimated. Previous research suggests that such soldiers are more stable and more dependable. It probably is from this group, therefore, that the Army should seek to develop its best NCO's. It, therefore, seems important to continue focusing on enhancing the attractiveness of the Army to this group.

The second group probably is always going to be a transient group. Its members consist of unmarried soldiers who probably have less mature career interests than the members of the first group. Their initial interests probably are in using the Army as a springboard to further possible civilian careers at a later time. Since the Army very much needs a substantial supply of lateral entry-lateral exist soldiers at the lower rank levels, it seems inadvisable to neglect this group also. Actions to enhance the attractiveness of the Army would seem to be somewhat different for these persons, however. It is more important to these individuals that they enjoy what they are doing, and that the nature of what they are doing be useful to possible further civilian careers.

APPENDIX A

NUMBER_____

SECTION I - Personal Data

The questions below pertain to your background. Please indicate your response by circling the appropriate number beside your answer.

Date_____

1. Re-Up_____

(check one)

2. ETS_____

****

1. Grade

   1. E2 - E4
   2. E - 5
   3. E - 6
   4. E - 7
   5. E - 8&9

2. Age

   1. 18-20
   2. 21-22
   3. 23-24
   4. 25-29
   5. 30 or over

3. Race

   1. Negroid
   2. Caucasian
   3. American Indian
   4. Mongolian
   5. Malayan

4. Marital Status

   1. Single
   2. Married
   3. Divorced
   4. Separated
   5. Widower

5. Number of Dependents (Does not include yourself)

   1. None
   2. One
   3. Two
   4. Three
   5. Four or more

6. How long have you been at Fort Benning? (Months)

   1. Less than 6
   2. 6 -11
   3. 12-24
   4. 25-36
   5. Over 37

7. Months of active service

   1. 12 or less
   2. 13-24
   3. 25-36
   4. 37-72
   5. Over 72

8. Civilian education

   1. Some high school
   2. GED Certificate
   3. High school graduate
   4. Some college
   5. College degree

9. Were you employed before entering the Army?

   1. Yes
   2. No
   3. Part time
   4. Student

10. If answer to #9 was YES, what was your approximate income before you came into the Army?

    1. Less than $ 3,000/year
    2. $3,000-$ 5,000/year
    3. $5,000-$ 8,000/year
    4. $8,000-$12,000/year
    5. Over $12,000/year

11. What was the approximate income of your parents before you came into the Army?

1. Less than $5,000/year
2. $5,000-$8,000/year
3. $8,000-$12,000/year
4. Over $12,000/year
5. Do not know

12. a. In what section of the country did you live <u>most of your life</u> before you came into the Army?

1.	_____Northeast	(Maine, New Hampshire, Vermont, Massachusetts, Rhode Island, Connecticut, New York, New Jersey, Pennsylvania, Delaware)
2.	_____Southeast	(Maryland, District of Columbia, Virginia, West Virginia, North Carolina, South Carolina, Tennessee, Kentucky, Georgia, Alabama, Mississippi, Florida, Louisiana, Texas)
3.	_____Middle West	(Ohio, Michigan, Indiana, Illinois, Wisconsin, Minnesota, North Dakota, South Dakota, Iowa, Missouri, Arkansas, Oklahoma, Nebraska, Kansas)
4.	_____Mountain States and Southwest	(Montana, Idaho, Wyoming, Utah, Colorado, Nevada, New Mexico, Arizona)
5.	_____Far West	(Hawaii, Alaska, Washington, Oregon, California)
6.	_____Not in the United States	

b. Where, just prior to coming into the Army?

1.	_____Northeast	(Maine, New Hampshire, Vermont, Massachusetts, Rhode Island, Connecticut, New York, New Jersey, Pennsylvania, Delaware)
2.	_____Southeast	(Maryland, District of Columbia, Virginia, West Virginia, North Carolina, South Carolina, Tennessee, Kentucky, Georgia, Alabama, Mississippi, Florida, Louisiana, Texas)

3. _____Middle West (Ohio, Michigan, Indiana, Illinois, Wisconsin, Minnesota, North Dakota, South Dakota, Iowa, Missouri, Arkansas, Oklahoma, Nebraska, Kansas)

4. _____Mountain States and Southwest (Montana, Idaho, Wyoming, Utah, Colorado, Nevada, New Mexico, Arizona)

5. _____Far West (Hawaii, Alaska, Washington, Oregon, California)

6. _____Not in the United States

13. a. In what size place did you live <u>most of the years</u> while you were from 8-18 years old?

1. Farm area
2. Small town (less than 5,000 people)
3. Small city (5,000-74,000 people)
4. Medium city (75,000-500,000 people or suburb of a medium city)
5. Large city (over 500,000 people or suburb of a large city)

b. Where, just prior to coming into the Army?

1. Farm area
2. Small town (less than 5,000 people)
3. Small city (5,000-74,000 people)
4. Medium city (75,000-500,000 people or suburb of a medium city)
5. Large city (over 500,000 people or suburb of a large city)

14. Would you have volunteered had there not been a draft?

1. Yes
2. No

15. Category

1. AUS (Inductees)
2. First Term RA
3. Career RA
4. USAR/ARNG

16. Have you served in combat?

1. Yes
2. No

17. What is your primary MOS? (Example: 1 1 B 2 0)

____ ____ ____ ____ ____

18. Are you now working in your MOS?

1. Yes
2. No

19. What is your present duty assignment?

_____

_____

20. AFQT Score: (To be filled in by interviewer)

1. 0-9
2. 10-30
3. 31-64
4. 65-92
5. 93-100

21. GT Score: (To be filled in by interviewer)

1. Less than 70
2. 70-89
3. 90-129
4. 130-149
5. 150 and over

SECTION II

1. Compared to other Army posts I have been on, I classify this as: (Circle one)

   1. One of the best
   2. Slightly above average
   3. About average
   4. Slightly below average
   5. One of the worst
   6. I have served at no other posts

2. What are you most likely going to do upon completion of your military obligation? (Circle one)

   1. Go to school or college
   2. Work for an employer
   3. Farm
   4. Become self-employed
   5. I haven't yet decided what I will do

3. Would you ever advise a friend or relative to enlist in the Army?

   1. Yes
   2. No

SECTION III

This section pertains to your attitude toward a number of areas of Army life and your career decision. Please mark your response to each item by circling the number opposite the item which best shows how that area influenced your decision. Please answer all of the questions.

SCALE:	Strong Influence To Stay 1	Some Influence To Stay 2	No Influence 3	Some Influence To Leave 4	Strong Influence To Leave 5

****

1.	Elimination of reveille...	1	2	3	4	5
2.	Removal of travel restrictions...	1	2	3	4	5
3.	Elimination of bed-checks...	1	2	3	4	5
4.	Establishment of a five-day work week...	1	2	3	4	5
5.	Sale of soft drinks in the barracks and mess hall...	1	2	3	4	5
6.	Sale of beer in the barracks and mess hall...	1	2	3	4	5
7.	Elimination of KP...	1	2	3	4	5
8.	Optional civilian dress policy for personnel who work during off-duty hours (where applicable)...	1	2	3	4	5
9.	Compensatory time off for weekend and holiday work...	1	2	3	4	5
10.	Expanded hours of the PX and Commissary...	1	2	3	4	5
11.	Partitions in the barracks for privacy...	1	2	3	4	5
12.	Contracting for local civilian facilities to provide guest house accommodations...	1	2	3	4	5

SCALE:	Strong Influence To Stay 1	Some Influence To Stay 2	No Influence 3	Some Influence To Leave 4	Strong Influence To Leave 5

****

13. Proposal to expand the PX inventory to include major appliances, furniture, and a full range of sporting goods... 1 2 3 4 5

14. Improvement of the shuttle bus service on post... 1 2 3 4 5

15. Improvement of communications up and down the chain of command... 1 2 3 4 5

16. Improvement of the attractiveness of the Army to your wife (if not married, leave blank)... 1 2 3 4 5

17. Adequacy of pay... 1 2 3 4 5

18. Fairness of promotion policy... 1 2 3 4 5

19. Officer/NCO/Soldier relations... 1 2 3 4 5

20. Racial problems... 1 2 3 4 5

21. Drug problems... 1 2 3 4 5

22. Athletic programs... 1 2 3 4 5

23. Educational programs... 1 2 3 4 5

24. Religious programs... 1 2 3 4 5

25. Choice of assignments... 1 2 3 4 5

26. Voice in unit policies... 1 2 3 4 5

27. Change in haircut policy... 1 2 3 4 5

28. What influence did Project VOLAR have on your decision to (Reenlist or Separate)... 1 2 3 4 5

29. What influence did career counselors or reenlistment NCOs have on your decision to (Reenlist or Separate)... 1 2 3 4 5

30. How has life been at Fort Benning since Project VOLAR? (check one)

1. _____lot less irritating.

2. _____little less irritating.

3. _____no change in amount of irritation.

4. _____more irritating.

31. How do you feel that Project VOLAR, after fully implemented, will affect the Army? (check one)

1. _____much better as a career.

2. _____a little better as a career.

3. _____no change as a career.

4. _____worse as a career.

SECTION IV

There are a number of statements below expressing opinions with which you may or may not agree. Please circle one number after each statement to show how much you agree or disagree with the statement. Please answer each question. Remember, there are no "correct" answers. Just answer the way you feel about each statement.

SCALE:	Completely Disagree	Somewhat Disagree	Not Important To Me	Somewhat Agree	Completely Agree
	1	2	3	4	5

****

1.	By being in the Army, I am performing an important service to my country...	1	2	3	4	5
2.	The Army is essential for the defense of our country...	1	2	3	4	5
3.	Army service gives me a sense of responsibility...	1	2	3	4	5
4.	I don't care how well I do in the Army...	1	2	3	4	5
5.	Most Army officers are well qualified for their jobs...	1	2	3	4	5
6.	Army service gives me a sense of authority...	1	2	3	4	5
7.	Doing a good job in the Army gives me a feeling of satisfaction...	1	2	3	4	5
8.	Army service gives me a sense of independence...	1	2	3	4	5
9.	The discipline you get in the Army is good for you...	1	2	3	4	5
10.	Army officers are generally understanding of the needs and problems of their men...	1	2	3	4	5

SCALE:	Completely Disagree 1	Somewhat Disagree 2	Not Important To Me 3	Somewhat Agree 4	Completely Agree 5

****

11.	Army service gives me a sense of challenge...	1	2	3	4	5
12.	If I had a choice, I would rather serve my country in some other way than being a soldier...	1	2	3	4	5
13.	Army NCO's are generally understanding of the needs and problems of their men...	1	2	3	4	5
14.	Army service gives me a sense of achievement...	1	2	3	4	5
15.	I consider it an honor to be a soldier in the United States Army...	1	2	3	4	5
16.	Most of the NCO's in the Army are well qualified for their jobs...	1	2	3	4	5
17.	Army service gives me a sense of contributing to society...	1	2	3	4	5
18.	There is too much unnecessary harassment in the Army...	1	2	3	4	5
19.	Regardless of their ranks or jobs in the Army, men are treated with proper respect...	1	2	3	4	5
20.	Army service gives me a sense of freedom from anxiety...	1	2	3	4	5
21.	The reputation of the Army is not very important to me...	1	2	3	4	5
22.	Army service gives me a sense of personal privacy...	1	2	3	4	5
23.	The performance of my unit is not very important to me...	1	2	3	4	5

SCALE:	Completely Disagree 1	Somewhat Disagree 2	Not Important To Me 3	Somewhat Agree 4	Completely Agree 5

****

24. The Army has the wrong idea about what a fair day's work should be... 1 2 3 4 5

25. Army service satisfies my needs for a feeling of financial security... 1 2 3 4 5

26. I will not get the jobs for which I have been trained... 1 2 3 4 5

27. I feel that I am better off economically in the Army than in civilian life... 1 2 3 4 5

28. I like the security and certainty of Army life... 1 2 3 4 5

29. Army service gives me a sense of security... 1 2 3 4 5

30. I feel that being in the Army has improved my character... 1 2 3 4 5

31. Defending the United States is an important duty to me... 1 2 3 4 5

32. It is very hard on young children to have a father in the Army... 1 2 3 4 5

** ETS ONLY **

33. What do you think would be the single most important thing that could be done to make the Army more attractive as a career?

_____

_____

34. What would be the most important thing that could be done to increase interest among young men in serving just one or two enlistments, after which they would leave the service for a civilian career?

_____

_____

35. Of the following items, select the three (3) which are nearest your reasons for leaving (ETS) the Army. Rank your responses with #1 being the most important and #3 being the least important of the three.

1. _____School
2. _____Stationed near home
3. _____Efficiency
4. _____Job satisfaction
5. _____Harassment
6. _____Pay
7. _____Restriction (personal freedom)
8. _____Respect and responsibility
9. _____Security
10. _____Other (specify)_____

_____

36. Do you think there is any chance at all that you may decide to come back on active duty after a period of civilian life? (Circle one)

1. Absolutely no chance.
2. Maybe a slight chance.
3. Maybe a good chance.

SECTION V - REENLISTMENT

1. Term of reenlistment

   1. 3 years

   2. 4 years

   3. 5 years

   4. 6 years

   5. Extension_____(months)

2. Reenlistment bonus

   1. Yes

   2. No

   3. Does not apply

3. If your answer to #2 was YES, what amount?_____

TAB B

SPECIAL STUDIES

Part III

Analysis of Dependents Attitudes

DEPARTMENT OF THE ARMY
HEADQUARTERS UNITED STATES ARMY INFANTRY CENTER
FORT BENNING, GEORGIA 31905

AJIVA

7 June 1972

MEMORANDUM FOR: LIEUTENANT COLONEL DOCTOR

SUBJECT: Results of an Interview of Dependents' Attitudes Regarding the Military Service and Project VOLAR

1. In December 1971 a hand-tabulated frequency count of twenty-three selected items from the System Development Corporation--SAMVA overall attitudinal survey generated some special interest in the influence of dependent attitudes on military servicemens' behavior. It was discovered that 65.7% of the enlisted first-tour respondees reported that their wives disliked their being in the Army either somewhat or a lot. Likewise, 33.3% of the first-tour officer respondees reported a similar opinion. When these groups were asked, "Do you think your wife's feelings about the Army will have any influence on your decision to reenlist or leave the Army when your present term of service is up?" -- 61.3% of the enlisted first-tour servicemen reported that her feelings would have "A Great Influence" and 50% of the first-tour officers reported this feeling.

2. Prompted by these findings, a dependent's interview questionnaire was developed and administered to 650 dependents of Fort Benning servicemen. The administration occurred between 7 February and 10 March, and 1-15 May 1972. The sample population was selected similarly to our quarterly baseline attitudinal survey. Respondants were selected according to a semi-stratification technique considering military sponsor's grade and major command and were randomly selected according to the last digits of the military sponsor's Social Security number. The interview form itself consisted of three separate sections which are treated herein: Section I -- Personal Data; Section II -- Intentions and Attitudes Toward the Military; Section III -- Influences of VOLAR innovations.

AJIVA 7 June 1972

SUBJECT: Results of an Interview of Dependents' Attitudes Regarding the Military Service and Project VOLAR

3. The sample size is comprised of the following:

Dependents of first-tour enlisted	193*
Dependents of enlisted extended	209
Dependents of first-tour officers	91
Dependents of extended officers	157
TOTAL	650

*This one group of dependents of first-tour enlisted had the least percentage of actual respondees of all the groups interviewed, quite likely due in part to a feeling that their expressed opinions might not be considered or were not important.

The composition of the sample according to race was as follows:

	BLACK	WHITE	OTHER
EM 1st	5%	92%	3%
EM Ext	15%	79%	6%
Off 1st	5%	92%	3%
Off Ext	6%	92%	2%
TOTALS	8%	88%	4%

When asked for an indication of the number of months that the dependent and her husband had been at Fort Benning, the following responses were reported:

	LESS THAN 6 MOS	6-11 MOS	12-24 MOS	25-36 MOS	OVER 37 MOS
EM 1st	49%	31%	17%	2%	1%
EM Ext	15%	28%	30%	13%	13%
Off 1st	52%	15%	29%	3%	0
Off Ext	22%	24%	32%	15%	6%

APPENDIX A

AJIVA 7 June 1972

SUBJECT: Results of an Interview of Dependents' Attitudes Regarding the Military Service and Project VOLAR

4. In addition to the graphic portrayal of the results as contained in Inclosures 1-26, the following items of interest are offered:

a. When asked, "Would you have suggested that your husband volunteer had there not been a draft?" -- the following responses were obtained:

	YES	NO	NO RESPONSE
EM 1st	24%	73%	3%
EM Ext	54%	35%	11%
Off 1st	30%	64%	6%
Off Ext	37%	47%	16%
TOTALS	38%	53%	9%

b. When asked, "Compared to other Army posts that you know of, how would you classify this one?" -- the following responses were offered:

	One of the Best	Slightly above Average	About Average	Slightly below Average	One of the Worst	Never Been at another Post
EM 1st	36%	11%	9%	1%	0	43%
EM Ext	43%	10%	25%	5%	2%	15%
Off 1st	40%	8%	6%	3%	1%	42%
Off Ext	57%	13%	16%	3%	3%	8%
TOTALS	44%	11%	15%	3%	1%	26%

AJIVA 7 June 1972
SUBJECT: Results of an Interview of Dependents' Attitudes Regarding the Military Service and Project VOLAR

c. When asked, "What do you expect your husband to do upon completion of his military obligation?" -- the following results were obtained:

	Go to School or College	Work for an Employer	Farm	Self Employed	Undecided	Perhaps Reup or Extend
EM 1st	32%	23%	1%	3%	21%	20%
EM Ext	8%	8%	1%	8%	33%	42%
Off 1st	15%	33%	2%	7%	28%	15%
Off Ext	17%	6%	1%	6%	53%	17%

d. When asked, "Would you ever advise a friend or relative to enlist in the Army?" -- the following results were obtained:

	YES	NO	NO RESPONSE
EM 1st	52%	46%	2%
EM Ext	70%	27%	3%
Off 1st	61%	37%	2%
Off Ext	78%	17%	5%
TOTALS	66%	32%	2%

5. As indicated above, the results to the twenty-six items in Section III of the dependents' interview are shown graphically at Inclosures 1-26. These graphs are generated from the responses reported on the following scale:

	STRONG INFLUENCE TO STAY	SOME INFLUENCE TO STAY	NO INFLUENCE	SOME INFLUENCE TO LEAVE	STRONG INFLUENCE TO LEAVE
SCALE:	1	2	3	4	5

AJIVA 7 June 1972

SUBJECT: Results of an Interview of Dependents' Attitudes Regarding the Military Service and Project VOLAR

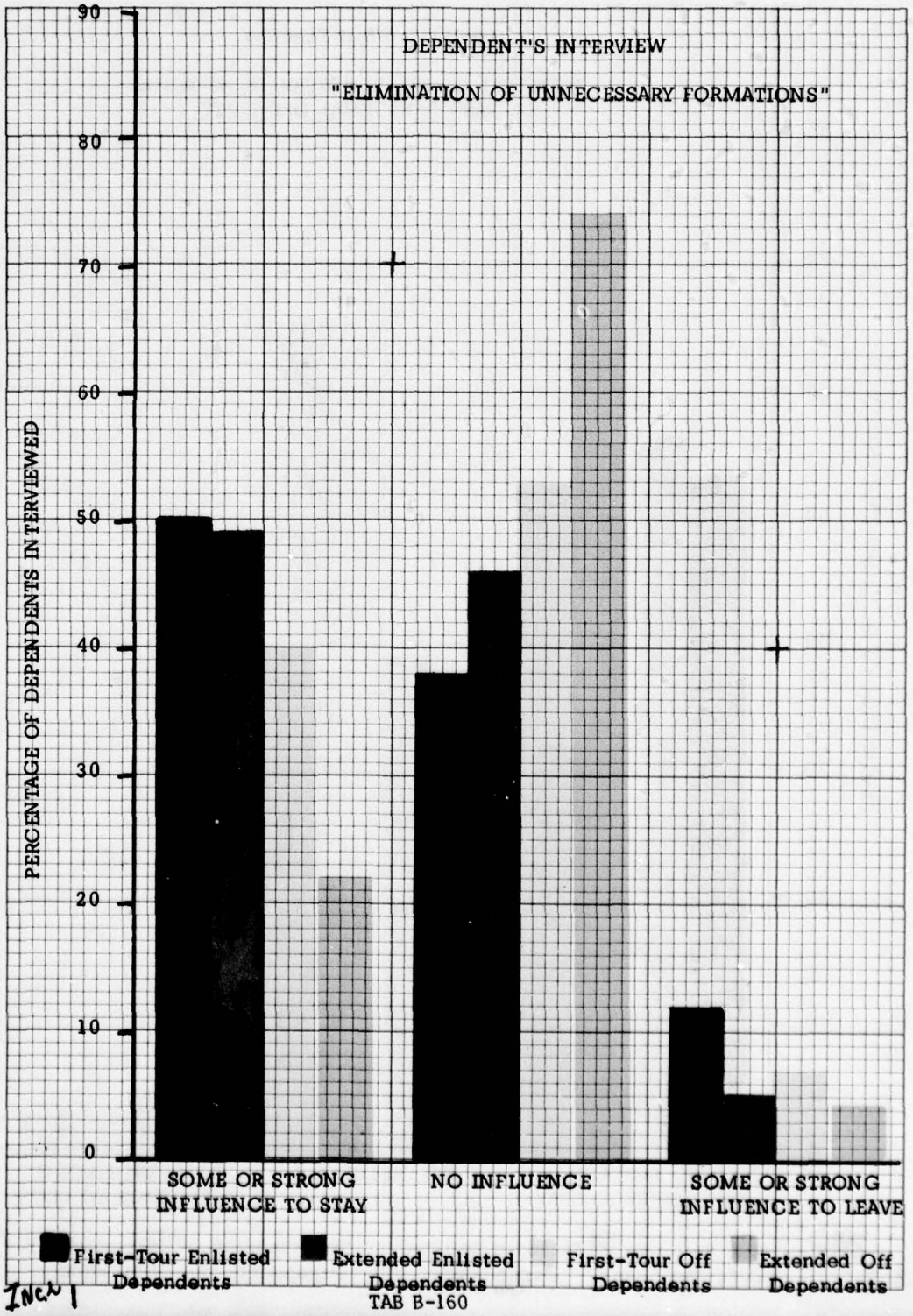
6. It is particularly interesting to note that the following items have such large percentages of interviewees reporting that those specific items have "Some or Strong Influence to Stay":

a. Five-day work week (Incl #3)
b. Compensatory time off for weekend and holiday work (Incl #6)
c. Expanded hours of the PX and Commissary (Incl #7)
d. Expansion of PX Inventory (Incl #9)
e. Improvement of communications up and down the Chain of Command (Incl #10)
f. Adequacy of Pay (Incl #12)
g. Fairness of Promotion Policy (Incl #13)
h. Educational Programs (Incl #18)
i. Choice of Assignments (Incl #20)
j. Voice in Unit Policies (Incl #21)

7. Attached at Inclosure 27 is a copy of the interview form used for this study.

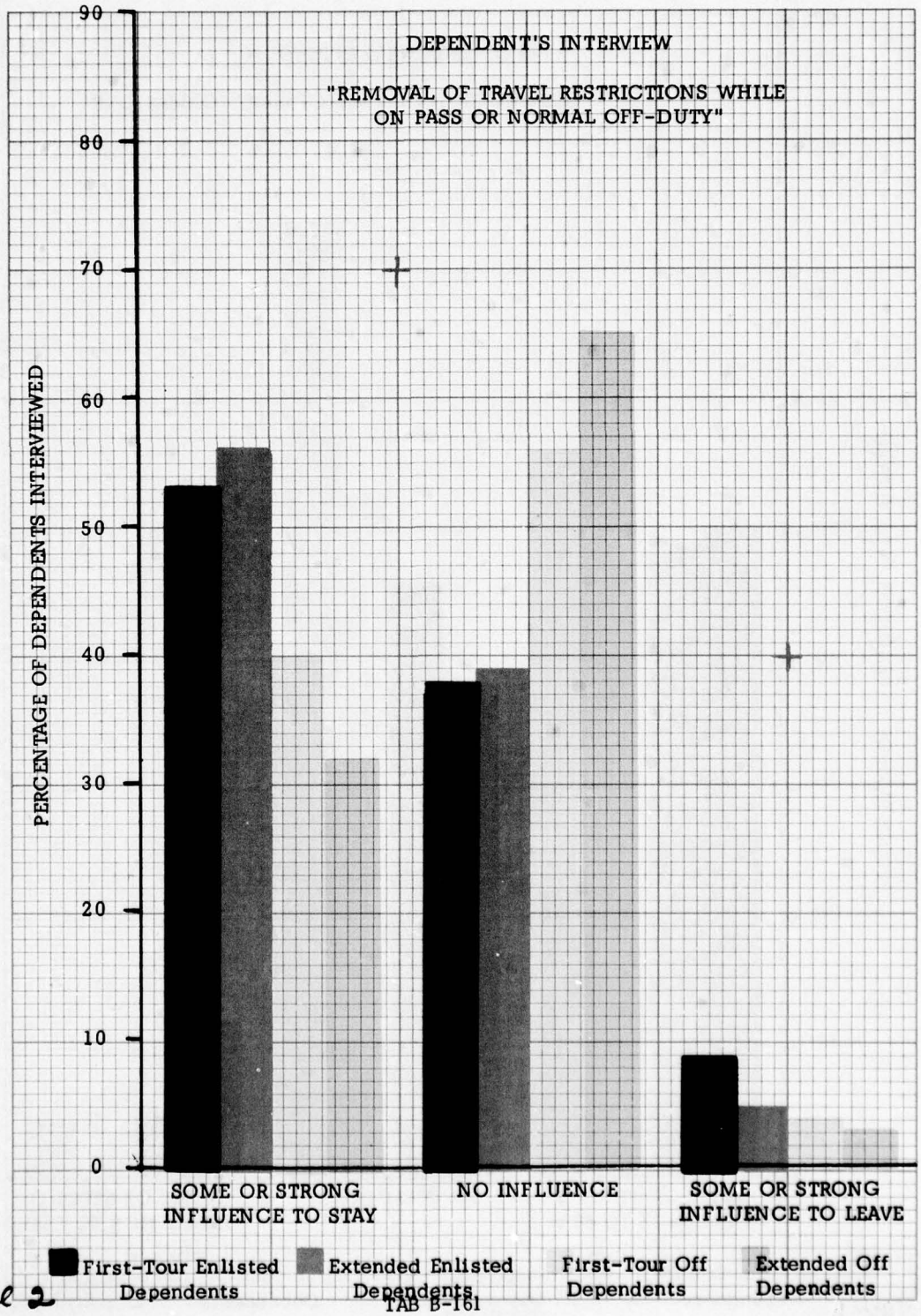
27 Incl
as

ROBERT G. NIVENS
Captain, Infantry
Chief, Evaluation Element

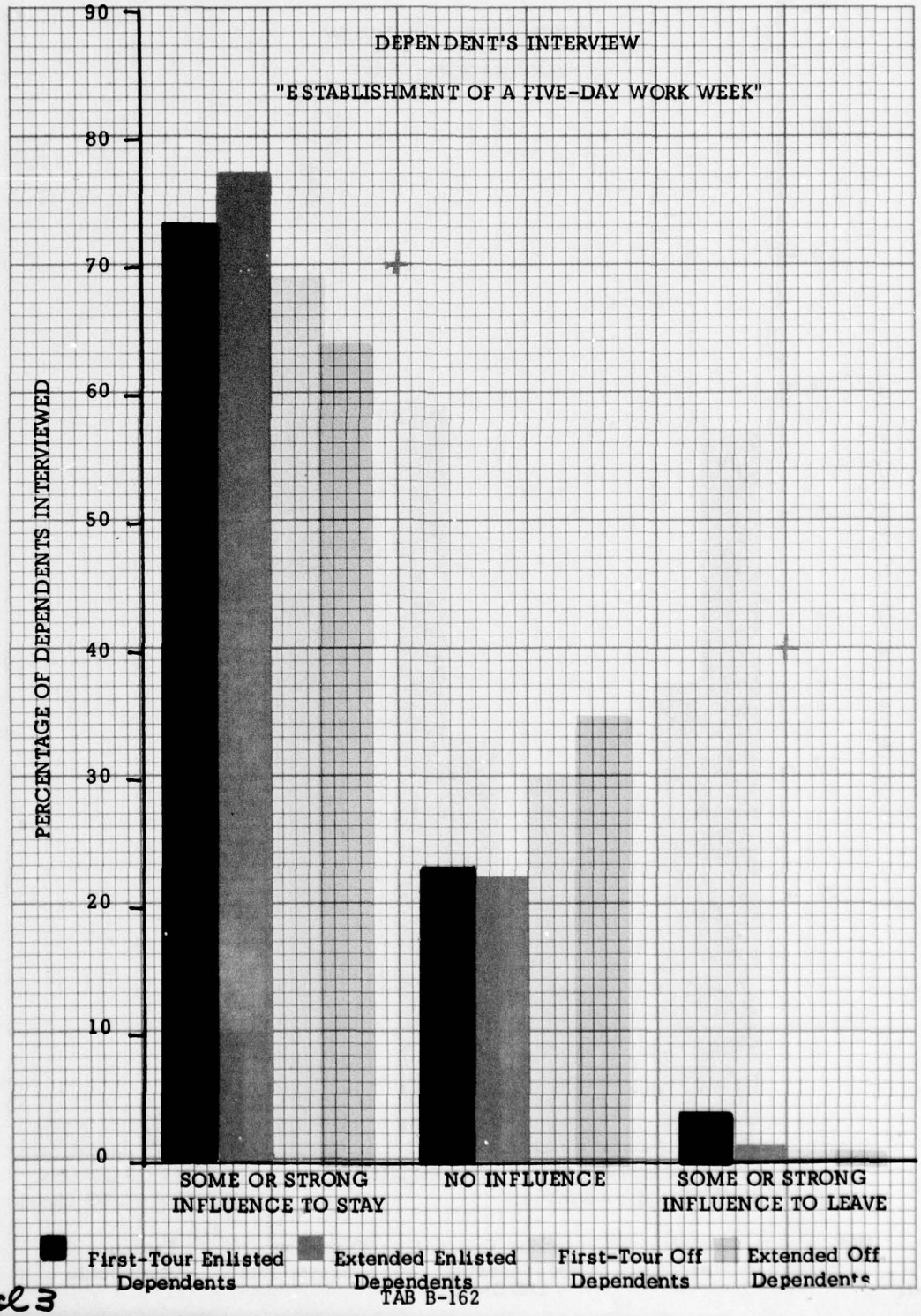

DEPENDENT'S INTERVIEW
"ELIMINATION OF UNNECESSARY FORMATIONS"
PERCENTAGE OF DEPENDENTS INTERVIEWED
90
80
70
60
50
40
30
20
10
0
SOME OR STRONG INFLUENCE TO STAY
NO INFLUENCE
SOME OR STRONG INFLUENCE TO LEAVE
First-Tour Enlisted Dependents
Extended Enlisted Dependents
First-Tour Off Dependents
Extended Off Dependents

INCL 1

APPENDIX A

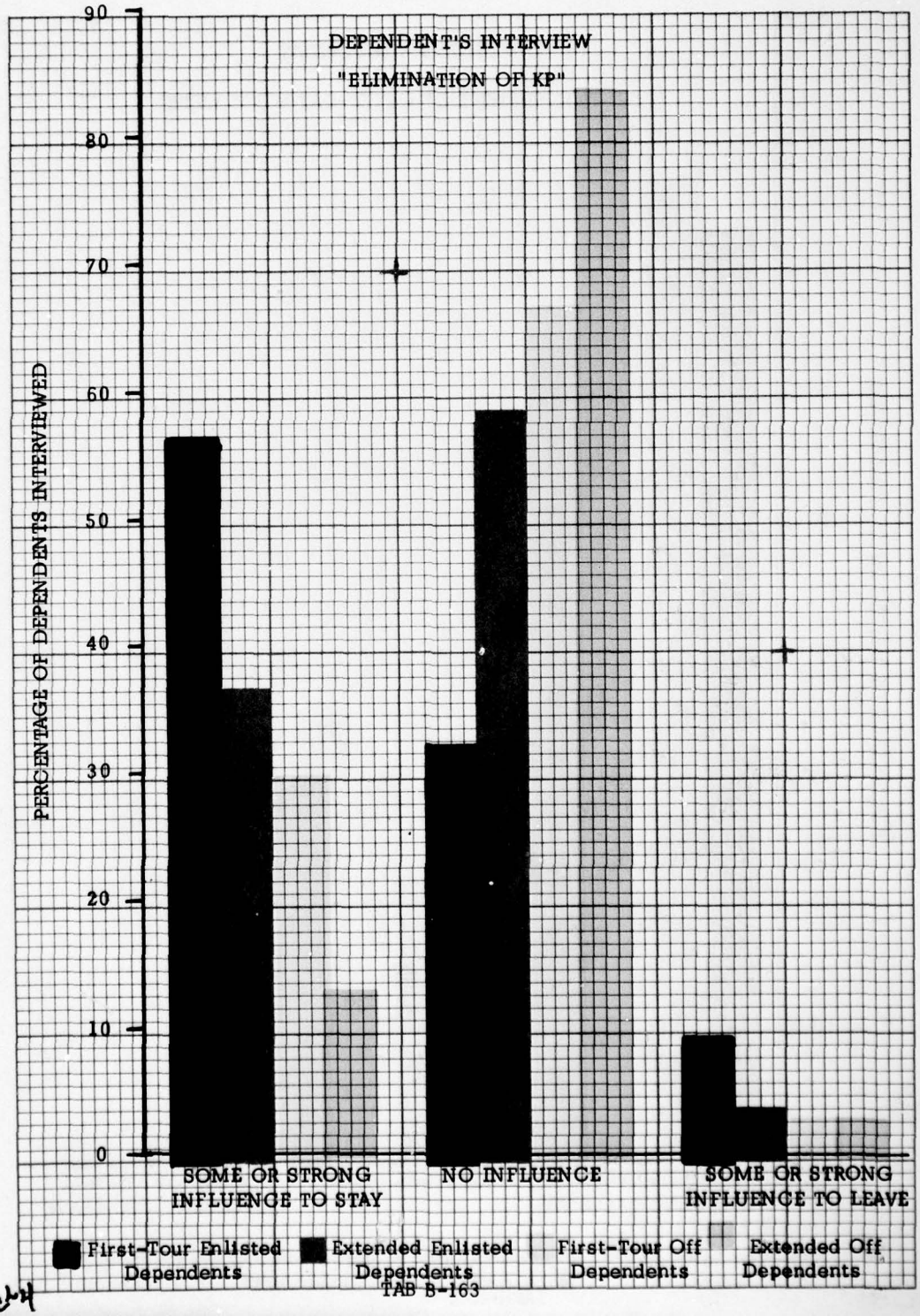


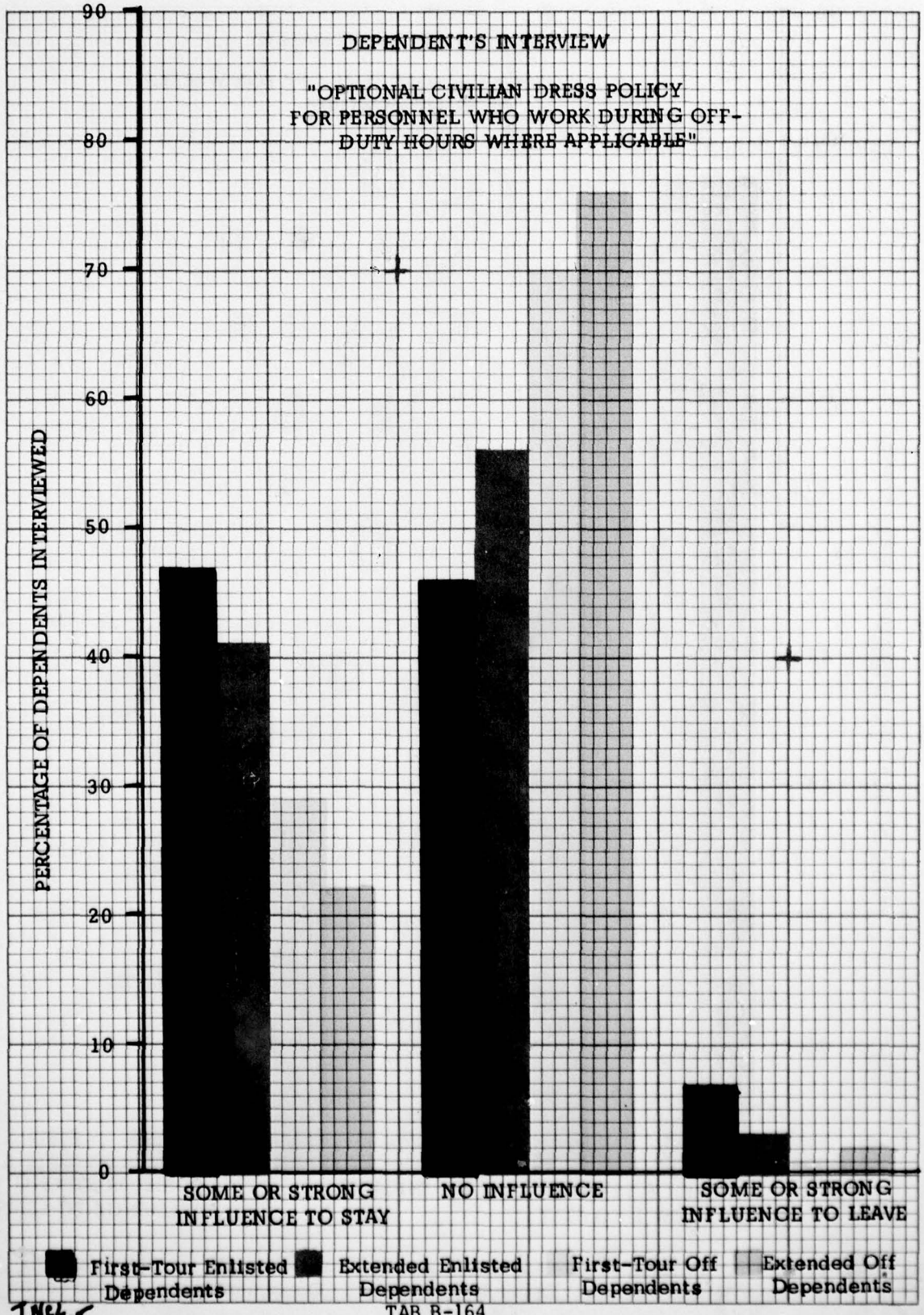
Incl 2


DEPENDENT'S INTERVIEW
"ESTABLISHMENT OF A FIVE-DAY WORK WEEK"
PERCENTAGE OF DEPENDENTS INTERVIEWED
90
80
70
60
50
40
30
20
10
0
SOME OR STRONG INFLUENCE TO STAY
NO INFLUENCE
SOME OR STRONG INFLUENCE TO LEAVE
First-Tour Enlisted Dependents
Extended Enlisted Dependents
First-Tour Off Dependents
Extended Off Dependents

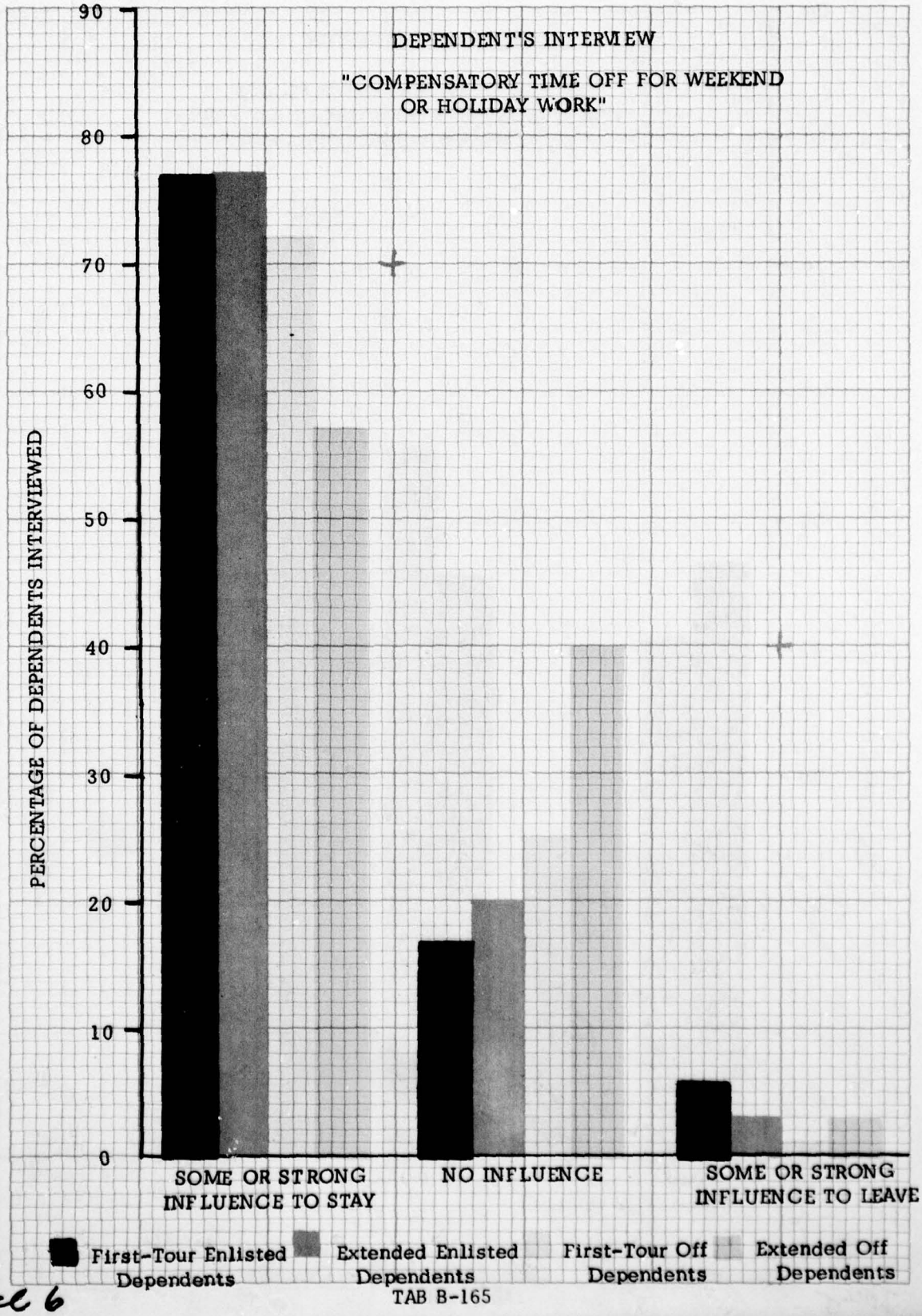
Incl 3

APPENDIX A

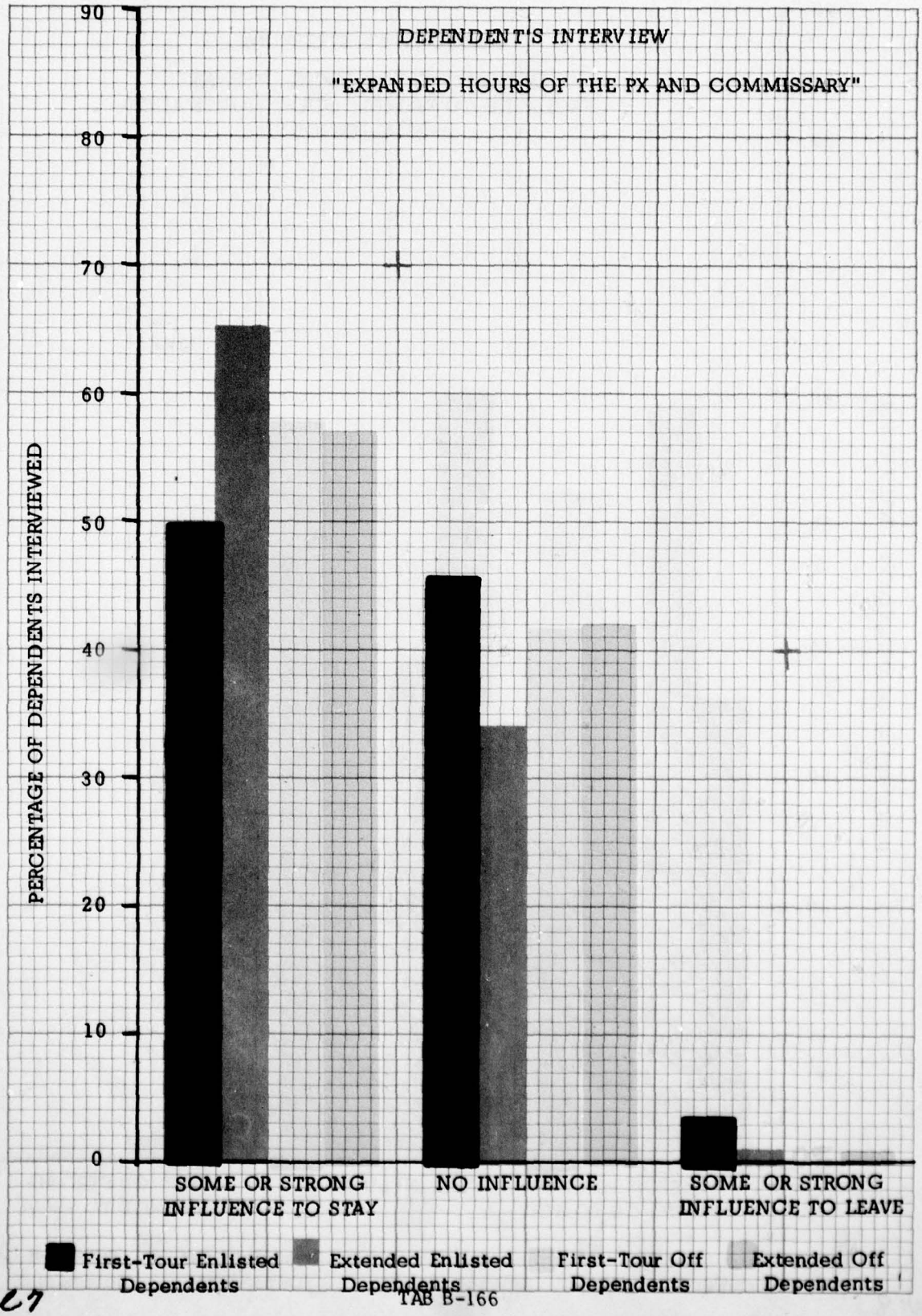

DEPENDENT'S INTERVIEW
"ELIMINATION OF KP"
PERCENTAGE OF DEPENDENTS INTERVIEWED
90
80
70
60
50
40
30
20
10
0
SOME OR STRONG INFLUENCE TO STAY
NO INFLUENCE
SOME OR STRONG INFLUENCE TO LEAVE
First-Tour Enlisted Dependents
Extended Enlisted Dependents
First-Tour Off Dependents
Extended Off Dependents


DEPENDENT'S INTERVIEW
"OPTIONAL CIVILIAN DRESS POLICY FOR PERSONNEL WHO WORK DURING OFF-DUTY HOURS WHERE APPLICABLE"
PERCENTAGE OF DEPENDENTS INTERVIEWED
90
80
70
60
50
40
30
20
10
0
SOME OR STRONG INFLUENCE TO STAY
NO INFLUENCE
SOME OR STRONG INFLUENCE TO LEAVE
First-Tour Enlisted Dependents
Extended Enlisted Dependents
First-Tour Off Dependents
Extended Off Dependents

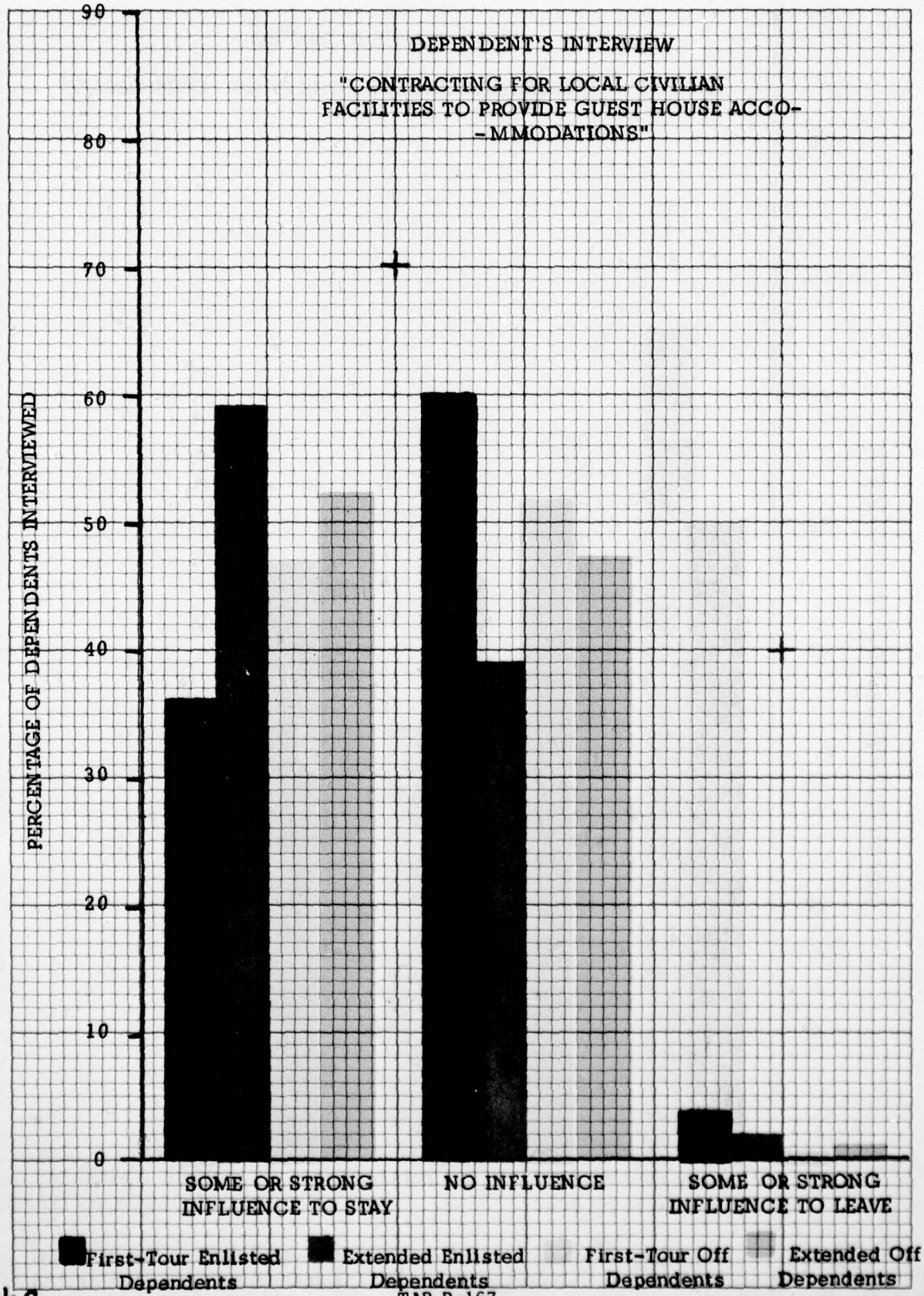
Incl 5


DEPENDENT'S INTERVIEW
"COMPENSATORY TIME OFF FOR WEEKEND OR HOLIDAY WORK"
PERCENTAGE OF DEPENDENTS INTERVIEWED
90
80
70
60
50
40
30
20
10
0
SOME OR STRONG INFLUENCE TO STAY
NO INFLUENCE
SOME OR STRONG INFLUENCE TO LEAVE
First-Tour Enlisted Dependents
Extended Enlisted Dependents
First-Tour Off Dependents
Extended Off Dependents

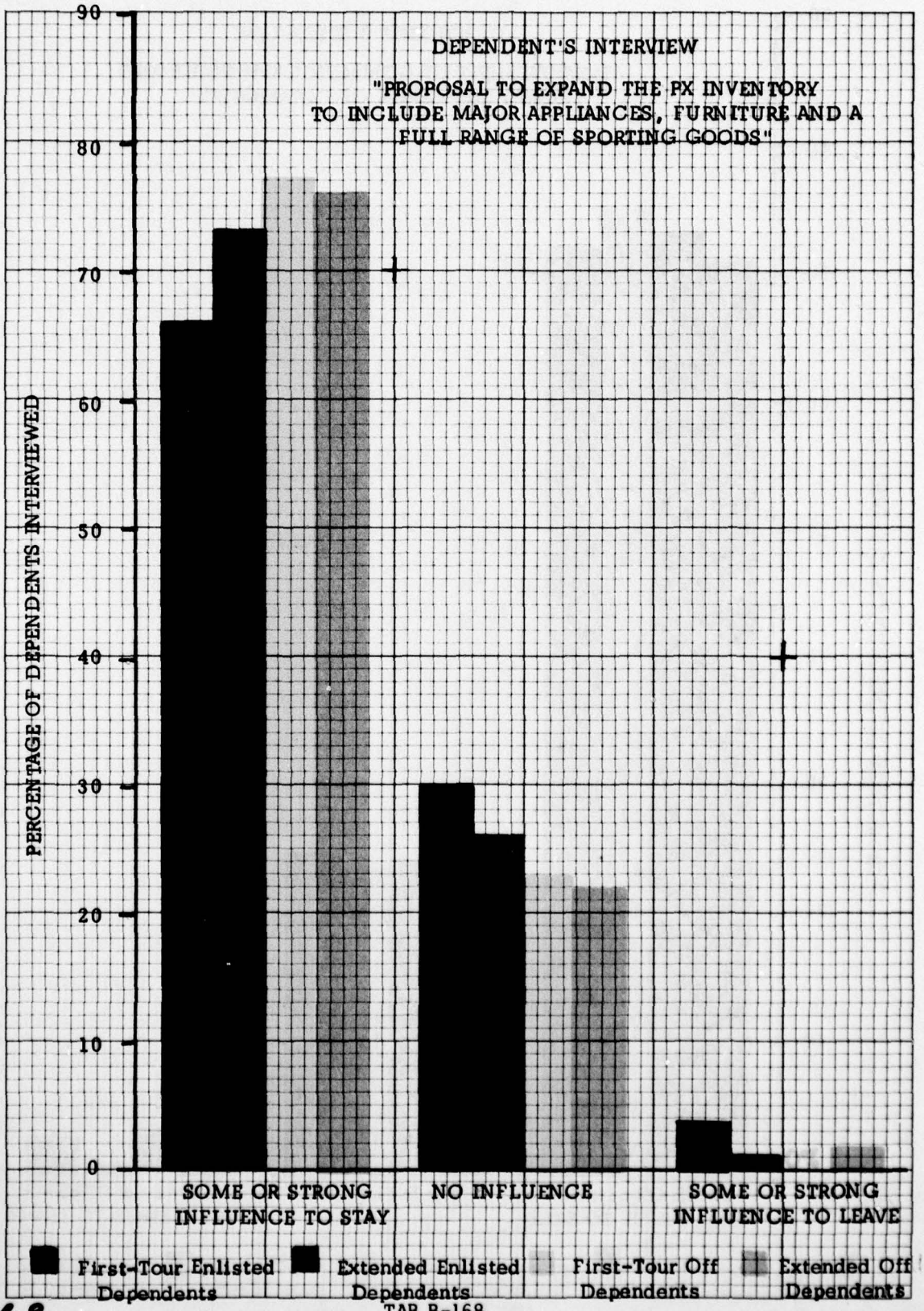
Incl 6


DEPENDENT'S INTERVIEW
"EXPANDED HOURS OF THE PX AND COMMISSARY"
PERCENTAGE OF DEPENDENTS INTERVIEWED
90
80
70
60
50
40
30
20
10
0
SOME OR STRONG INFLUENCE TO STAY
NO INFLUENCE
SOME OR STRONG INFLUENCE TO LEAVE
First-Tour Enlisted Dependents
Extended Enlisted Dependents
First-Tour Off Dependents
Extended Off Dependents

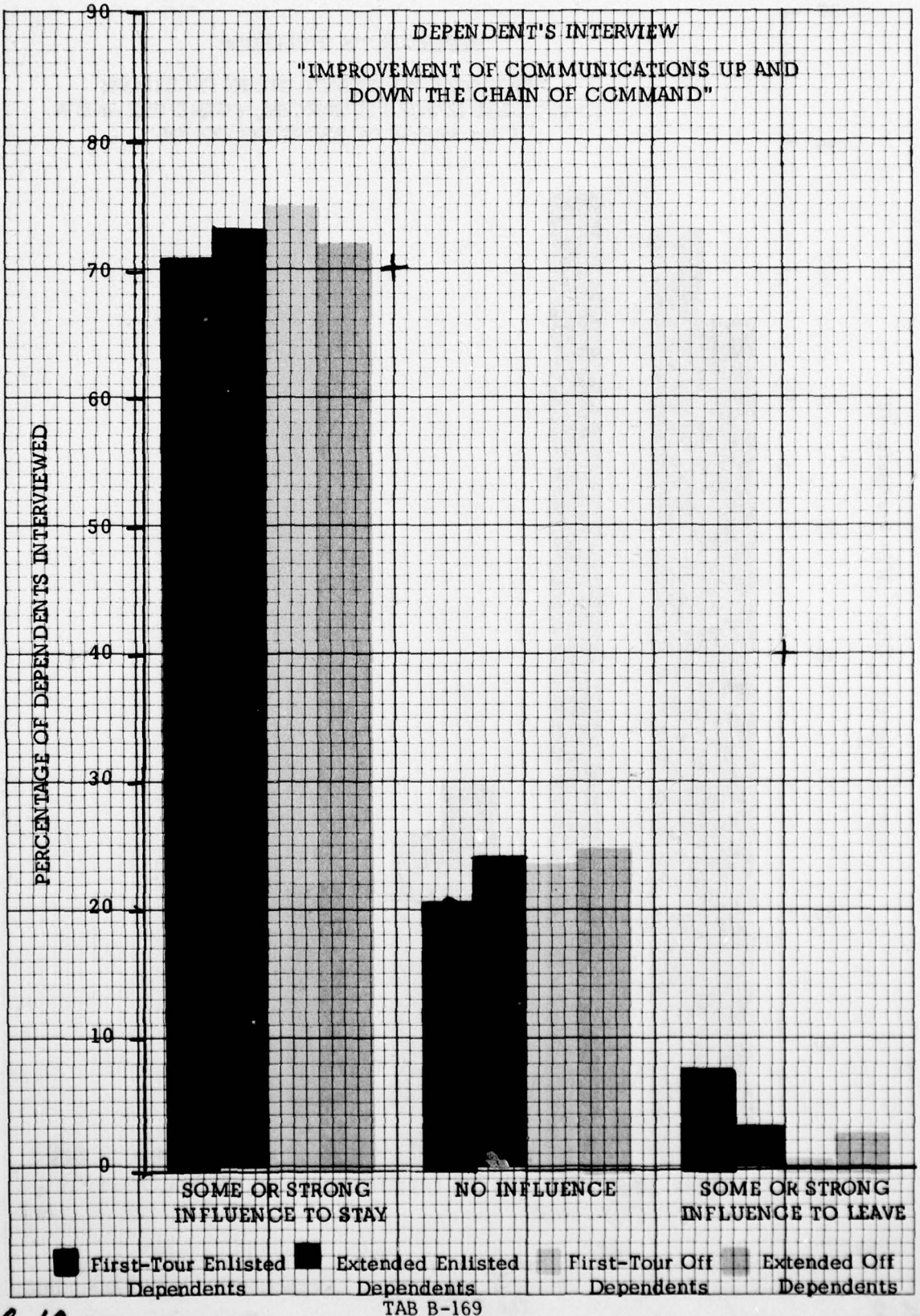
Incl 7


DEPENDENT'S INTERVIEW
"CONTRACTING FOR LOCAL CIVILIAN FACILITIES TO PROVIDE GUEST HOUSE ACCO--MMODATIONS"
PERCENTAGE OF DEPENDENTS INTERVIEWED
90
80
70
60
50
40
30
20
10
0
SOME OR STRONG INFLUENCE TO STAY
NO INFLUENCE
SOME OR STRONG INFLUENCE TO LEAVE
First-Tour Enlisted Dependents
Extended Enlisted Dependents
First-Tour Off Dependents
Extended Off Dependents

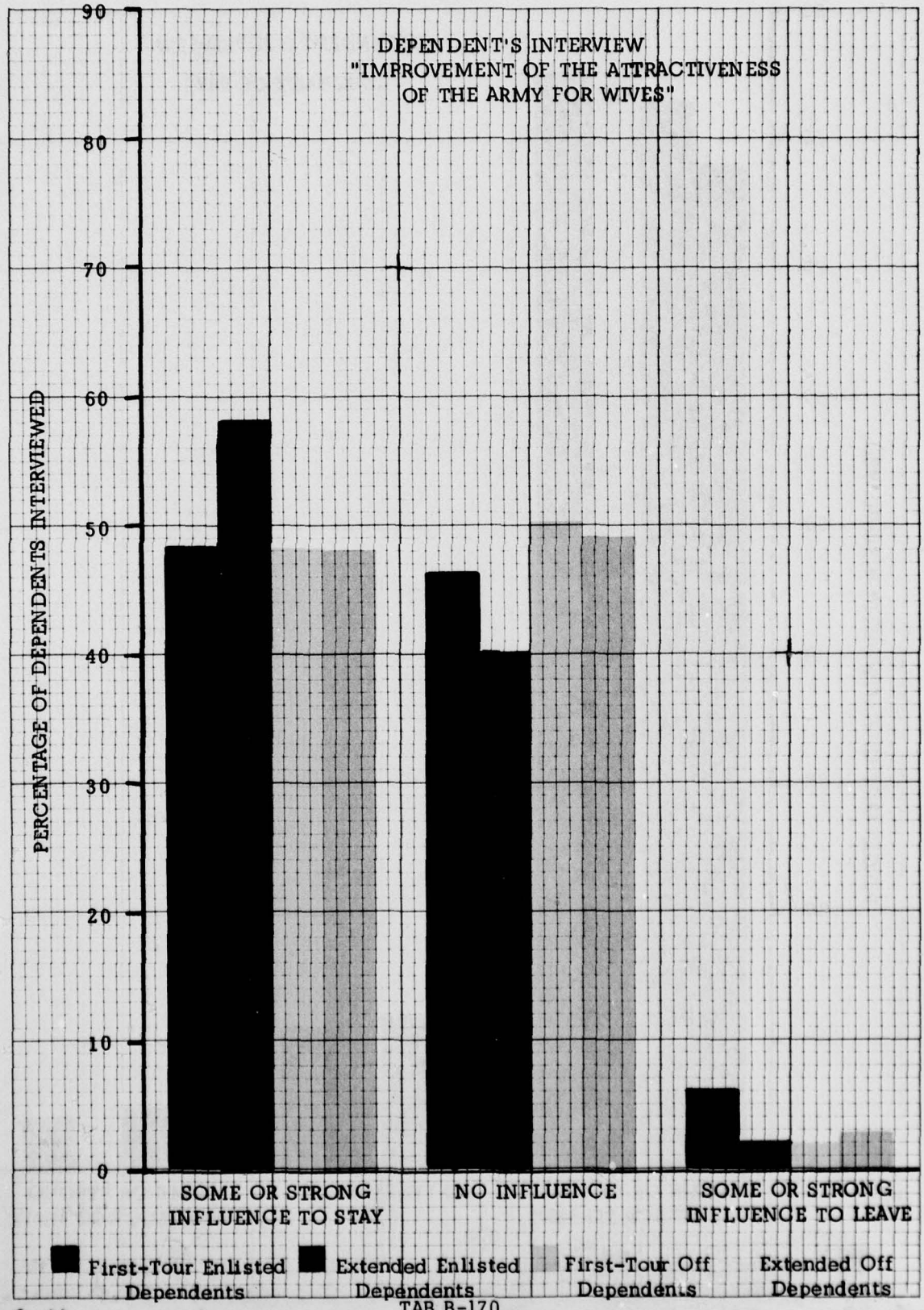
INCL 9


DEPENDENT'S INTERVIEW
"PROPOSAL TO EXPAND THE PX INVENTORY TO INCLUDE MAJOR APPLIANCES, FURNITURE AND A FULL RANGE OF SPORTING GOODS"
PERCENTAGE OF DEPENDENTS INTERVIEWED
90
80
70
60
50
40
30
20
10
0
SOME OR STRONG INFLUENCE TO STAY
NO INFLUENCE
SOME OR STRONG INFLUENCE TO LEAVE
First-Tour Enlisted Dependents
Extended Enlisted Dependents
First-Tour Off Dependents
Extended Off Dependents

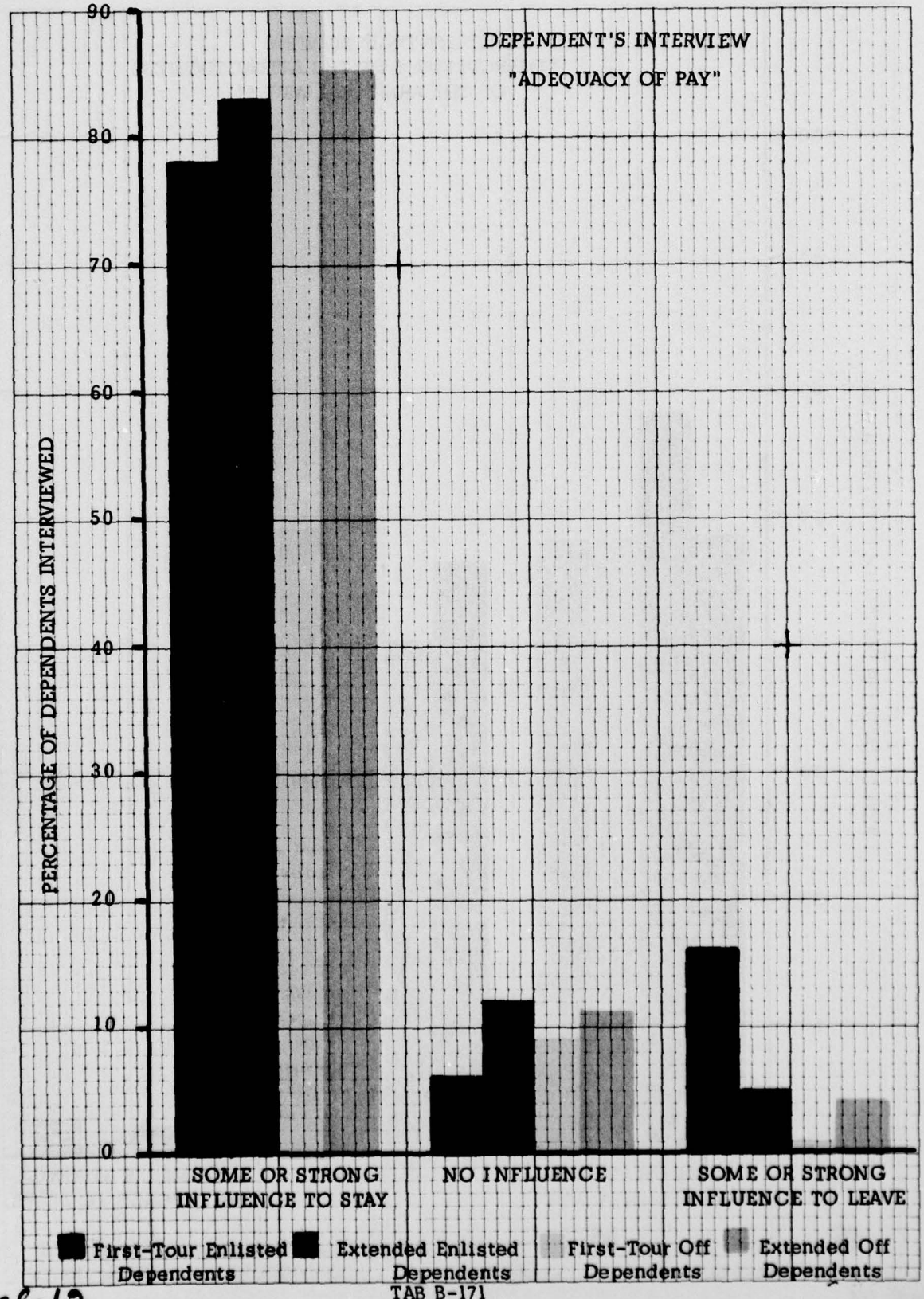
Incl 9


DEPENDENT'S INTERVIEW
"IMPROVEMENT OF COMMUNICATIONS UP AND DOWN THE CHAIN OF COMMAND"
PERCENTAGE OF DEPENDENTS INTERVIEWED
90
80
70
60
50
40
30
20
10
0
SOME OR STRONG INFLUENCE TO STAY
NO INFLUENCE
SOME OR STRONG INFLUENCE TO LEAVE
First-Tour Enlisted Dependents
Extended Enlisted Dependents
First-Tour Off Dependents
Extended Off Dependents

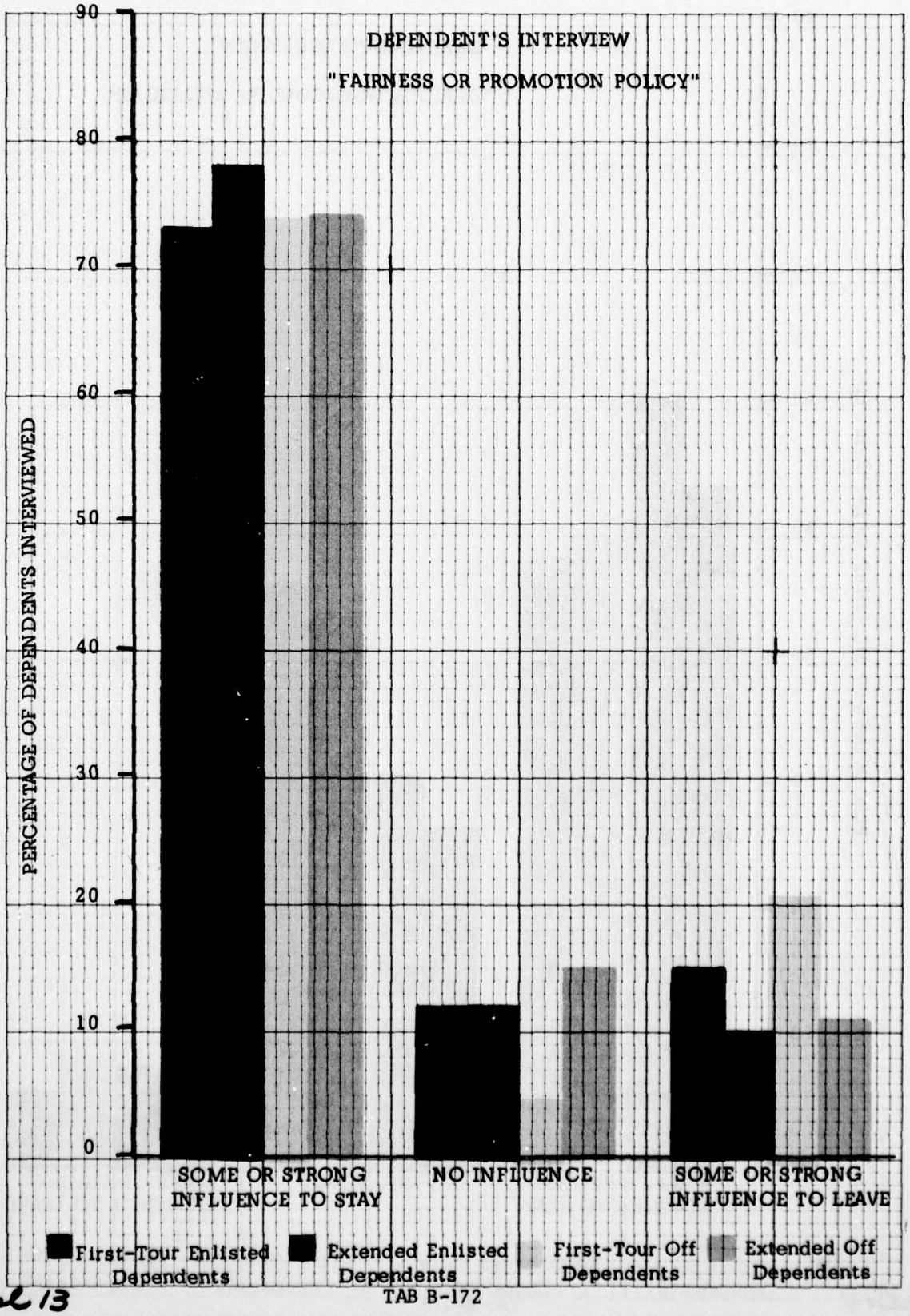
Intel 10


DEPENDENT'S INTERVIEW
"IMPROVEMENT OF THE ATTRACTIVENESS OF THE ARMY FOR WIVES"
PERCENTAGE OF DEPENDENTS INTERVIEWED
90
80
70
60
50
40
30
20
10
0
SOME OR STRONG INFLUENCE TO STAY
NO INFLUENCE
SOME OR STRONG INFLUENCE TO LEAVE
First-Tour Enlisted Dependents
Extended Enlisted Dependents
First-Tour Off Dependents
Extended Off Dependents

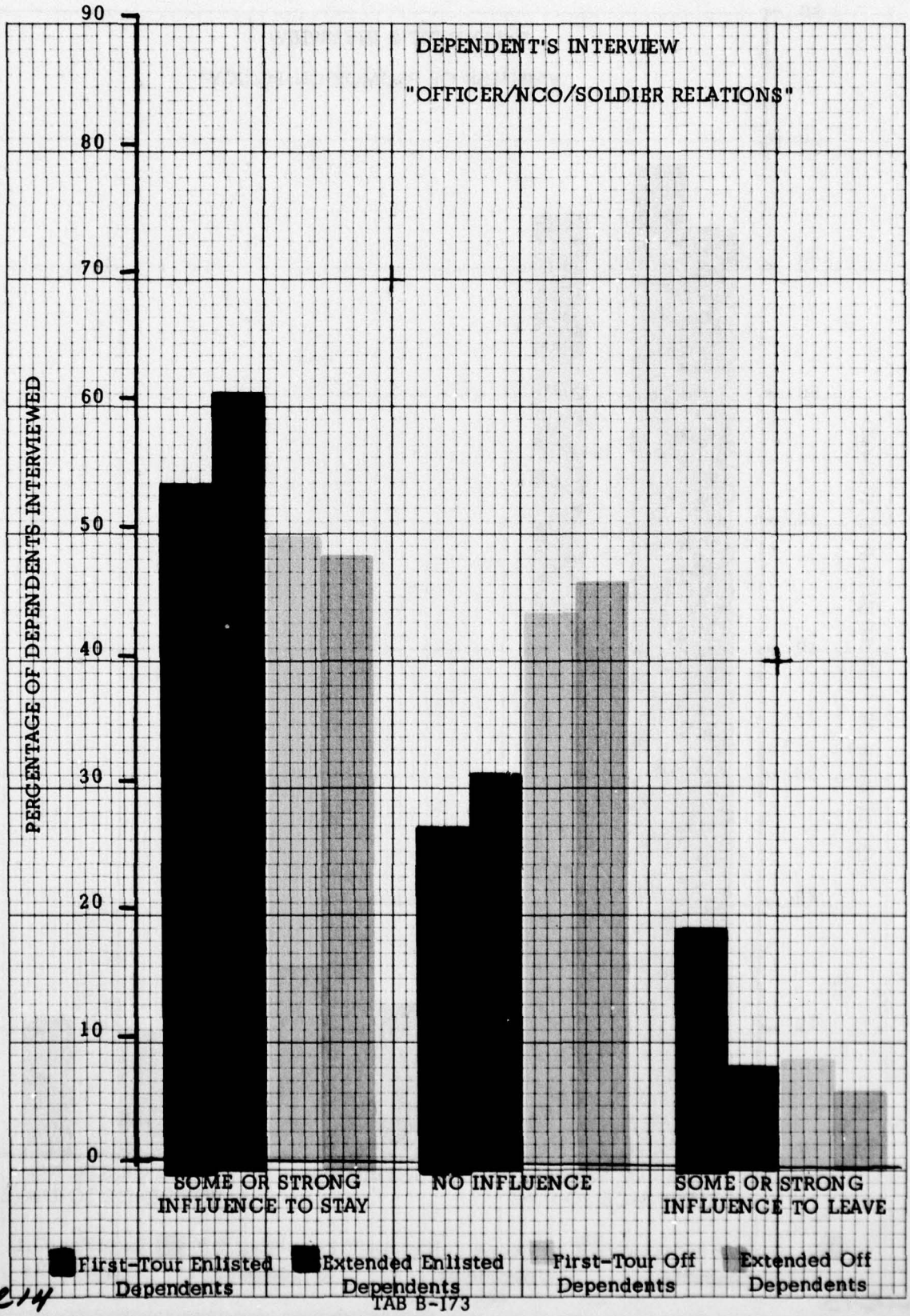
Incl 11


DEPENDENT'S INTERVIEW
"ADEQUACY OF PAY"
PERCENTAGE OF DEPENDENTS INTERVIEWED
90
80
70
60
50
40
30
20
10
0
SOME OR STRONG INFLUENCE TO STAY
NO INFLUENCE
SOME OR STRONG INFLUENCE TO LEAVE
First-Tour Enlisted Dependents
Extended Enlisted Dependents
First-Tour Off Dependents
Extended Off Dependents

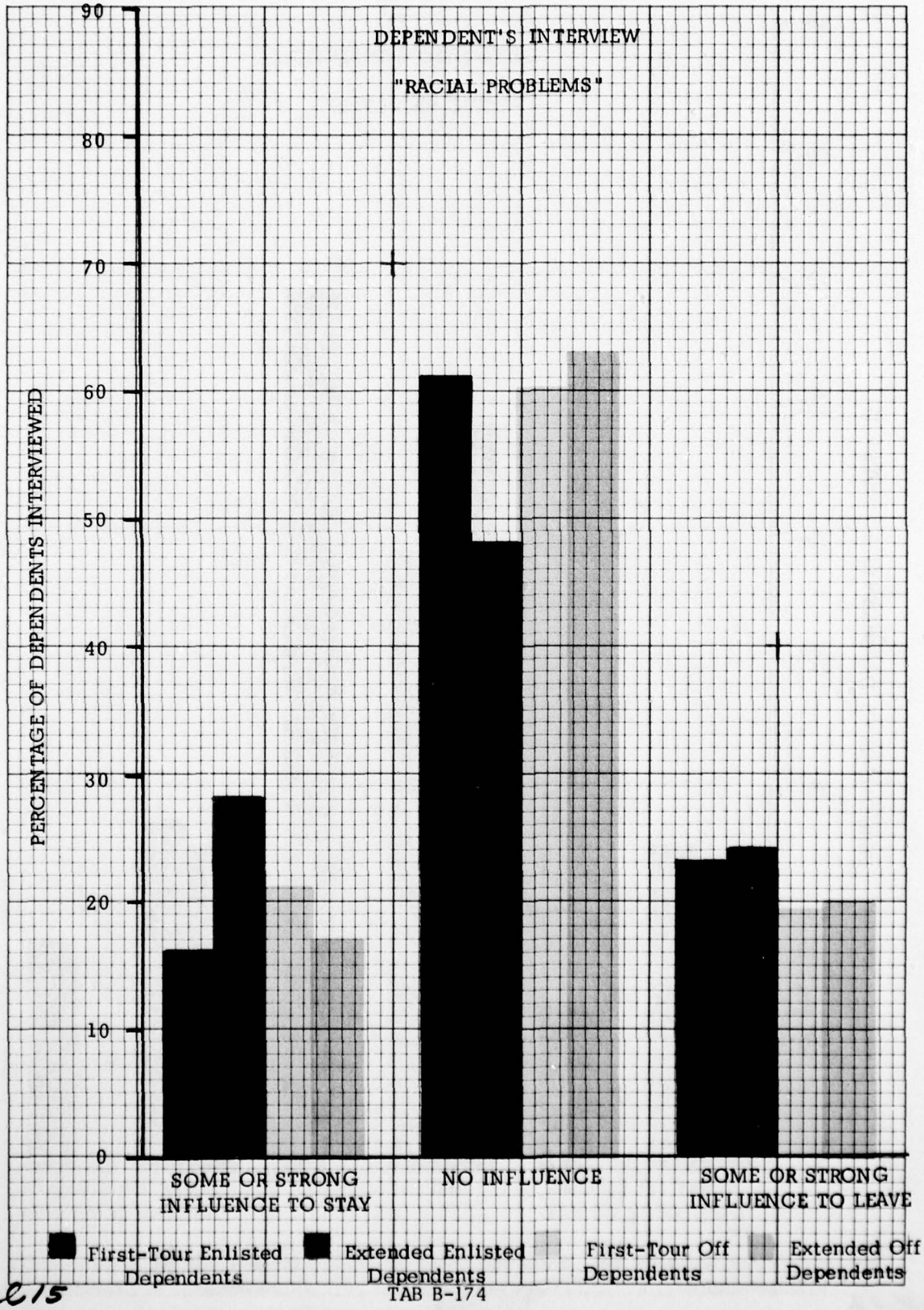
Incl 12


DEPENDENT'S INTERVIEW
"FAIRNESS OR PROMOTION POLICY"
PERCENTAGE OF DEPENDENTS INTERVIEWED
90
80
70
60
50
40
30
20
10
0
SOME OR STRONG INFLUENCE TO STAY
NO INFLUENCE
SOME OR STRONG INFLUENCE TO LEAVE
First-Tour Enlisted Dependents
Extended Enlisted Dependents
First-Tour Off Dependents
Extended Off Dependents

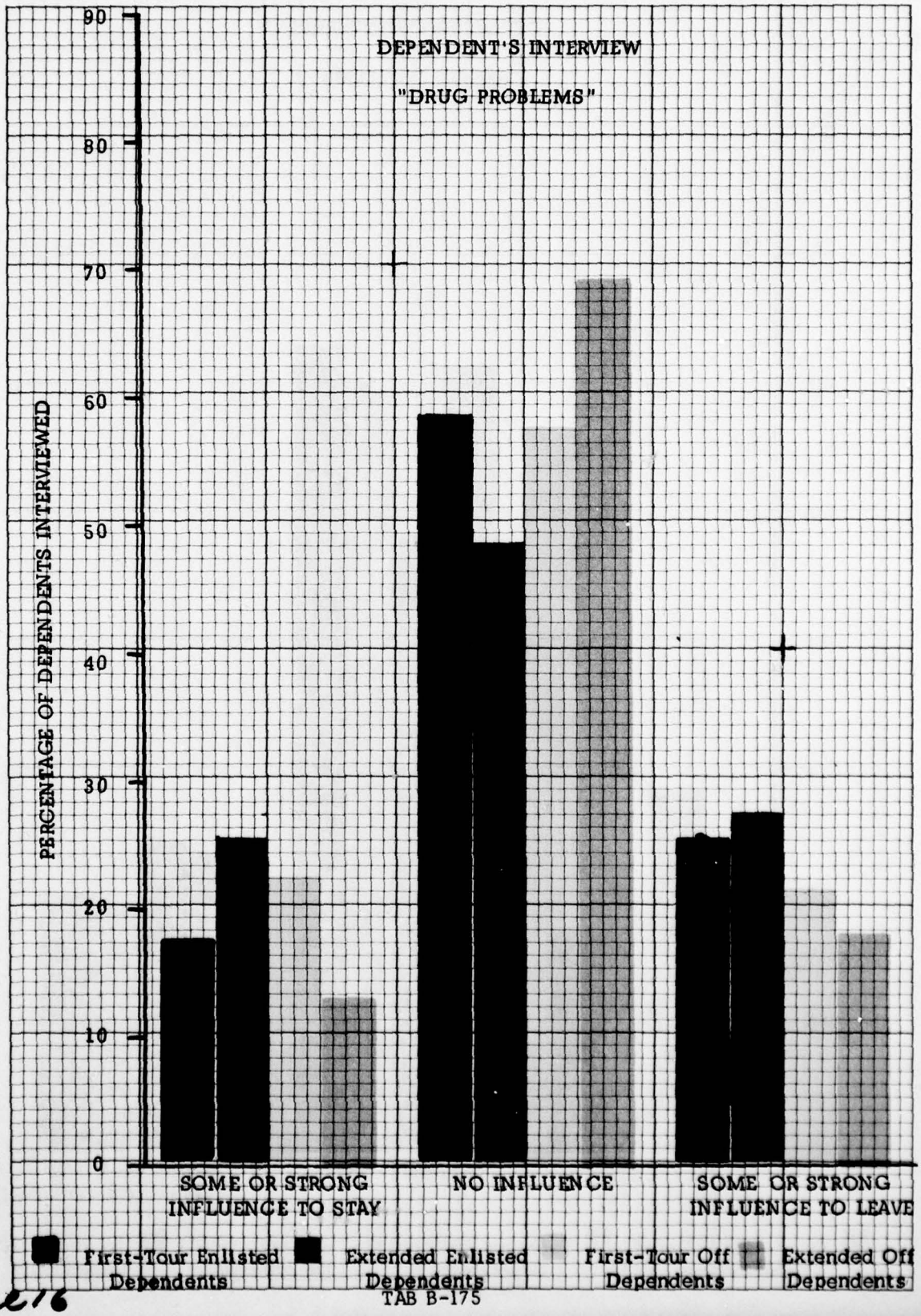
Incl 13


DEPENDENT'S INTERVIEW
"OFFICER/NCO/SOLDIER RELATIONS"
PERCENTAGE OF DEPENDENTS INTERVIEWED
90
80
70
60
50
40
30
20
10
0
SOME OR STRONG INFLUENCE TO STAY
NO INFLUENCE
SOME OR STRONG INFLUENCE TO LEAVE
First-Tour Enlisted Dependents
Extended Enlisted Dependents
First-Tour Off Dependents
Extended Off Dependents

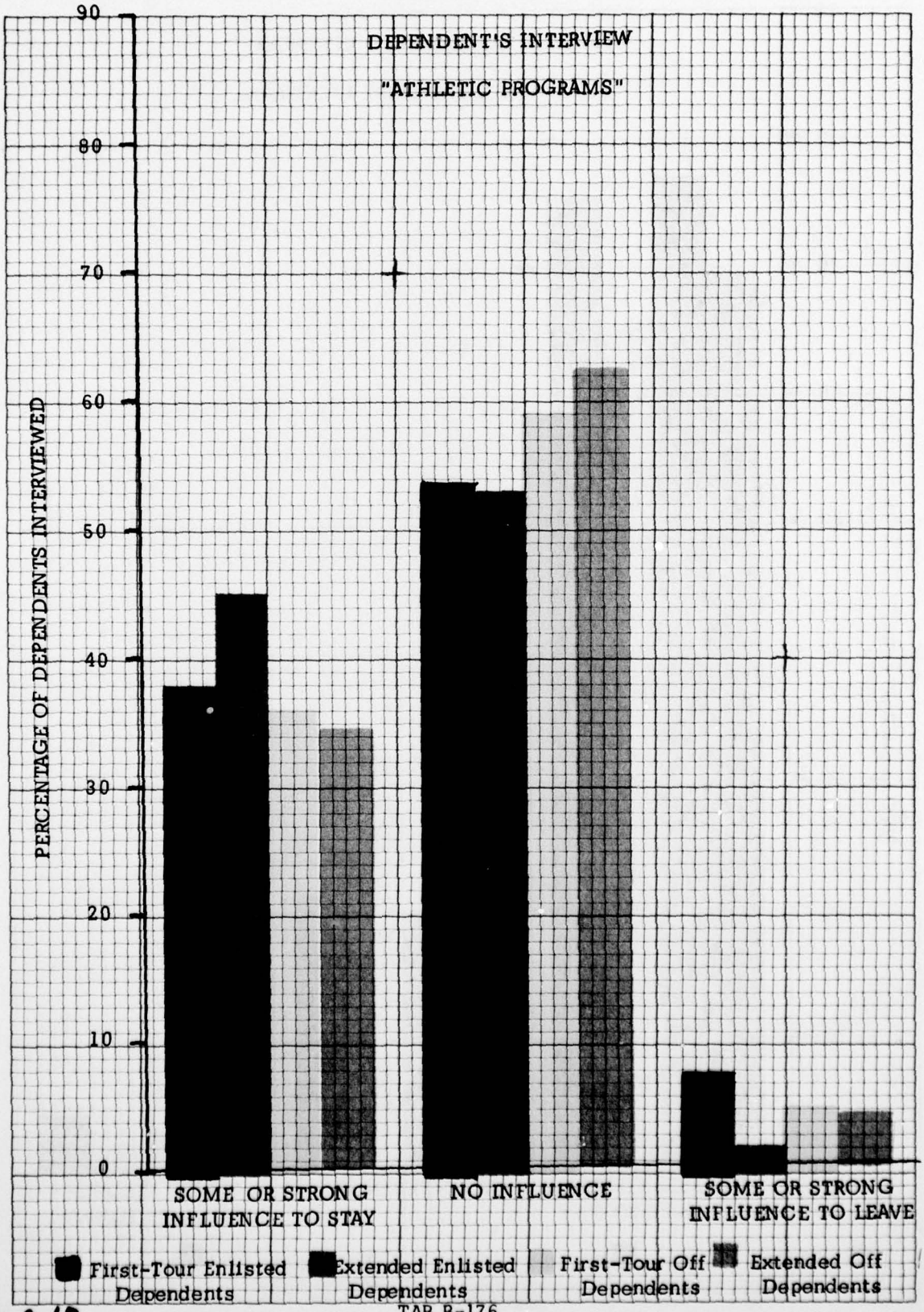
Incl 14


DEPENDENT'S INTERVIEW
"RACIAL PROBLEMS"
PERCENTAGE OF DEPENDENTS INTERVIEWED
90
80
70
60
50
40
30
20
10
0
SOME OR STRONG INFLUENCE TO STAY
NO INFLUENCE
SOME OR STRONG INFLUENCE TO LEAVE
First-Tour Enlisted Dependents
Extended Enlisted Dependents
First-Tour Off Dependents
Extended Off Dependents

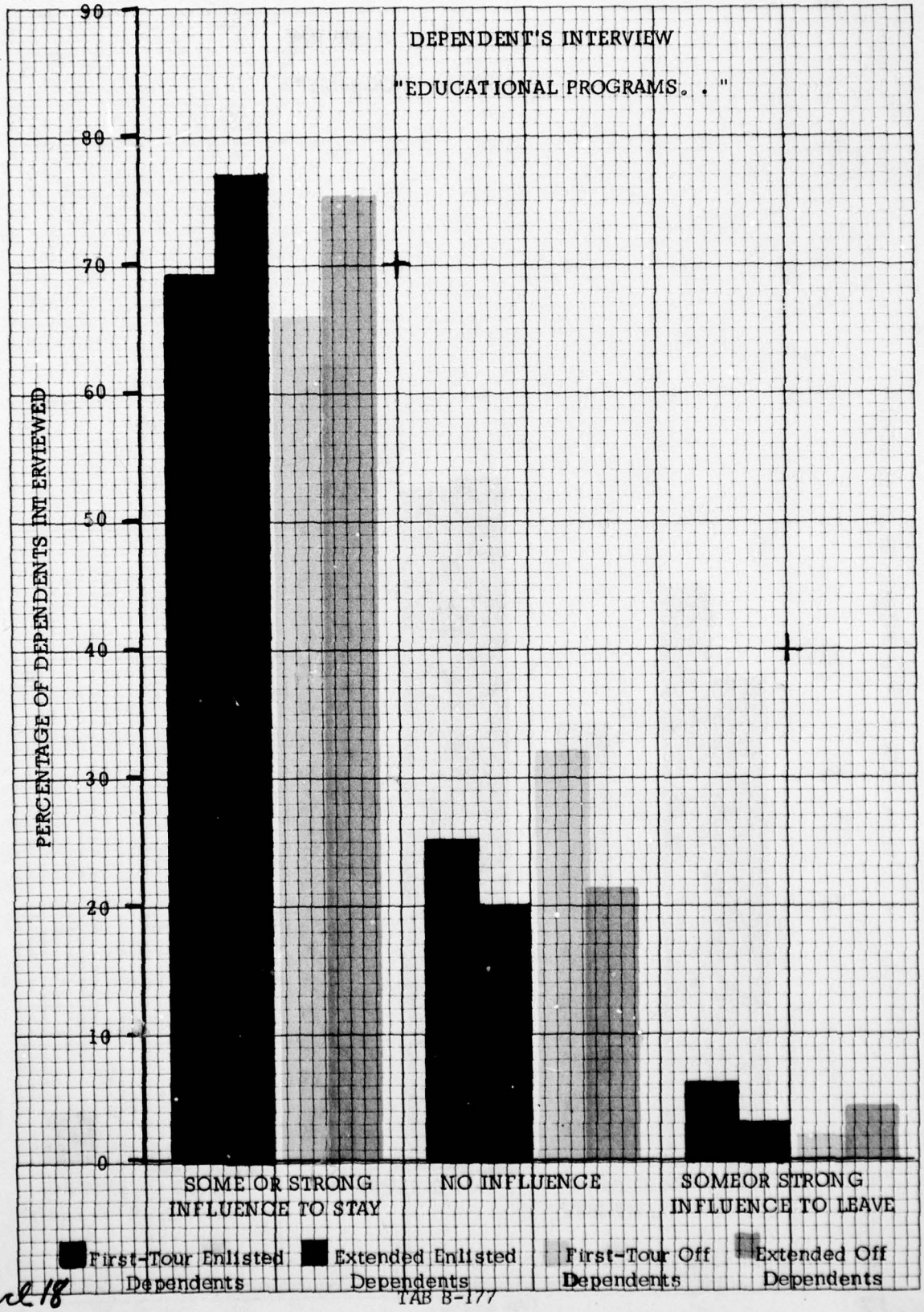
mcl 15


DEPENDENT'S INTERVIEW
"DRUG PROBLEMS"
PERCENTAGE OF DEPENDENTS INTERVIEWED
90
80
70
60
50
40
30
20
10
0
SOME OR STRONG INFLUENCE TO STAY
NO INFLUENCE
SOME OR STRONG INFLUENCE TO LEAVE
First-Tour Enlisted Dependents
Extended Enlisted Dependents
First-Tour Off Dependents
Extended Off Dependents

Incl 16


DEPENDENT'S INTERVIEW
"ATHLETIC PROGRAMS"
PERCENTAGE OF DEPENDENTS INTERVIEWED
90
80
70
60
50
40
30
20
10
0
SOME OR STRONG INFLUENCE TO STAY
NO INFLUENCE
SOME OR STRONG INFLUENCE TO LEAVE
First-Tour Enlisted Dependents
Extended Enlisted Dependents
First-Tour Off Dependents
Extended Off Dependents

Incl 17


DEPENDENT'S INTERVIEW
"EDUCATIONAL PROGRAMS. . ."
PERCENTAGE OF DEPENDENTS INTERVIEWED
90
80
70
60
50
40
30
20
10
0
SOME OR STRONG INFLUENCE TO STAY
NO INFLUENCE
SOMEOR STRONG INFLUENCE TO LEAVE
First-Tour Enlisted Dependents
Extended Enlisted Dependents
First-Tour Off Dependents
Extended Off Dependents

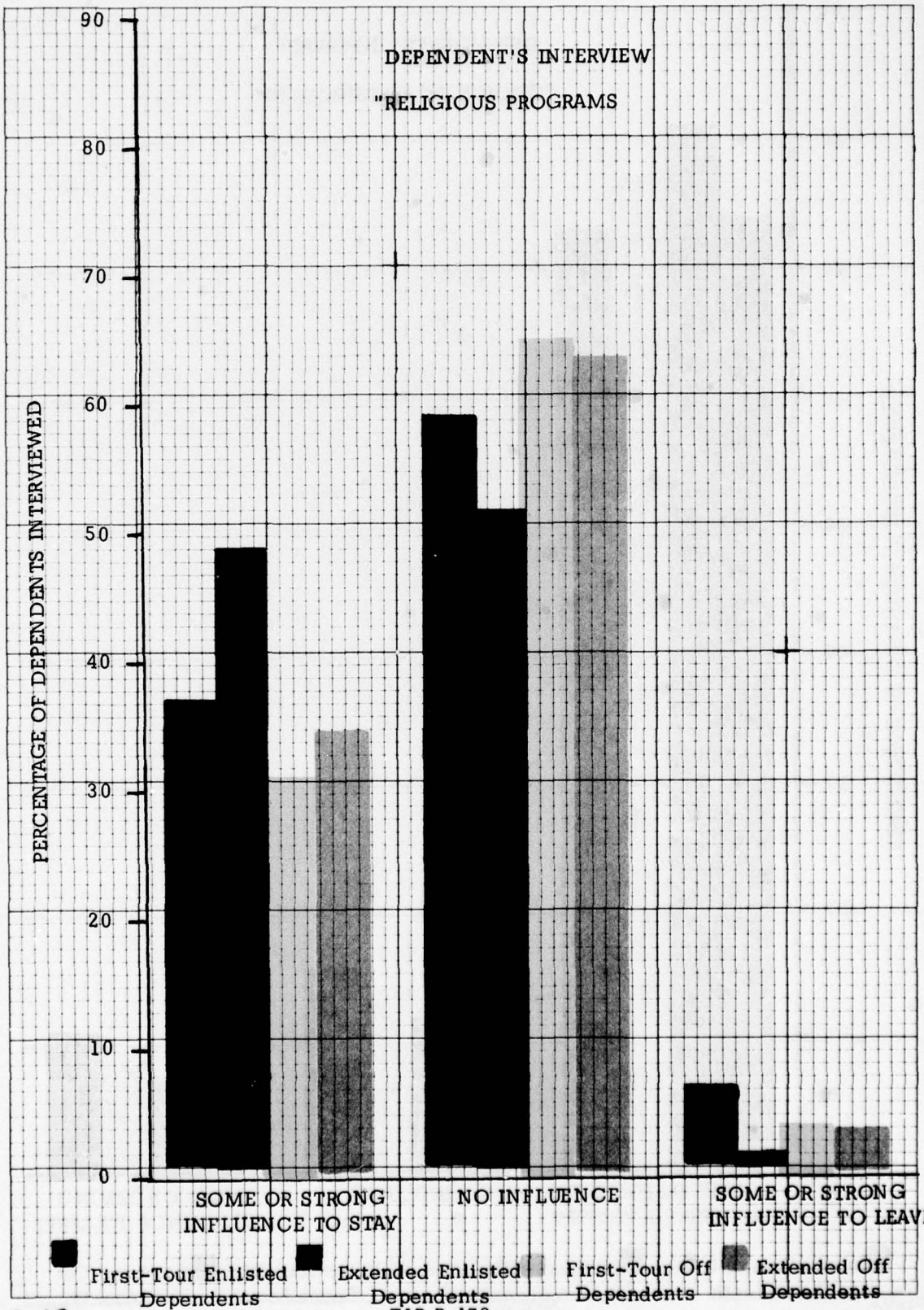
Incl 18

AD-A075 725 ARMY INFANTRY CENTER AND FORT BENNING GA F/G 5/9
MODERN VOLUNTEER ARMY EXPERIMENT-1972.(U)
JUL 72

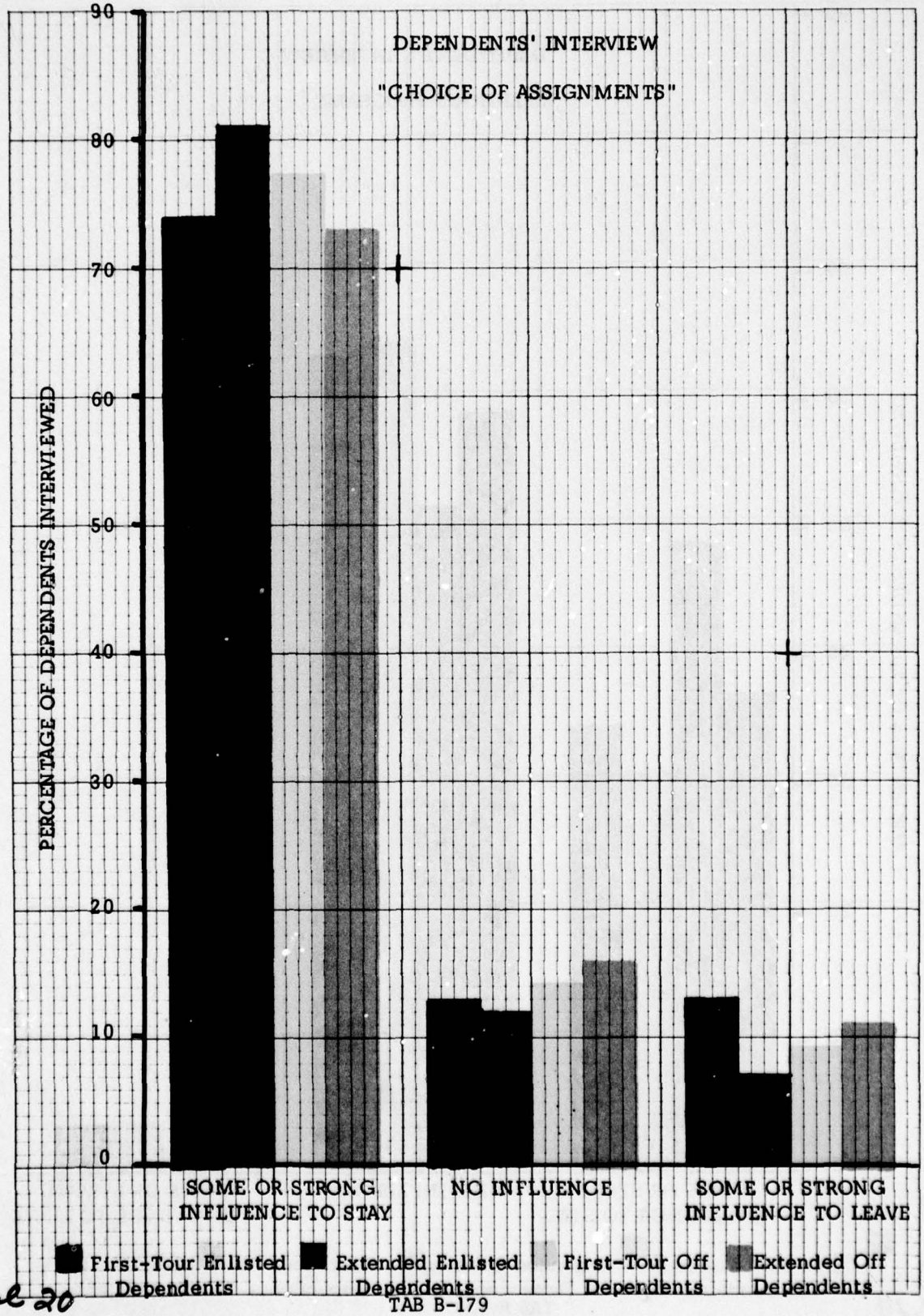
UNCLASSIFIED NL

5 OF 8
AD A075725

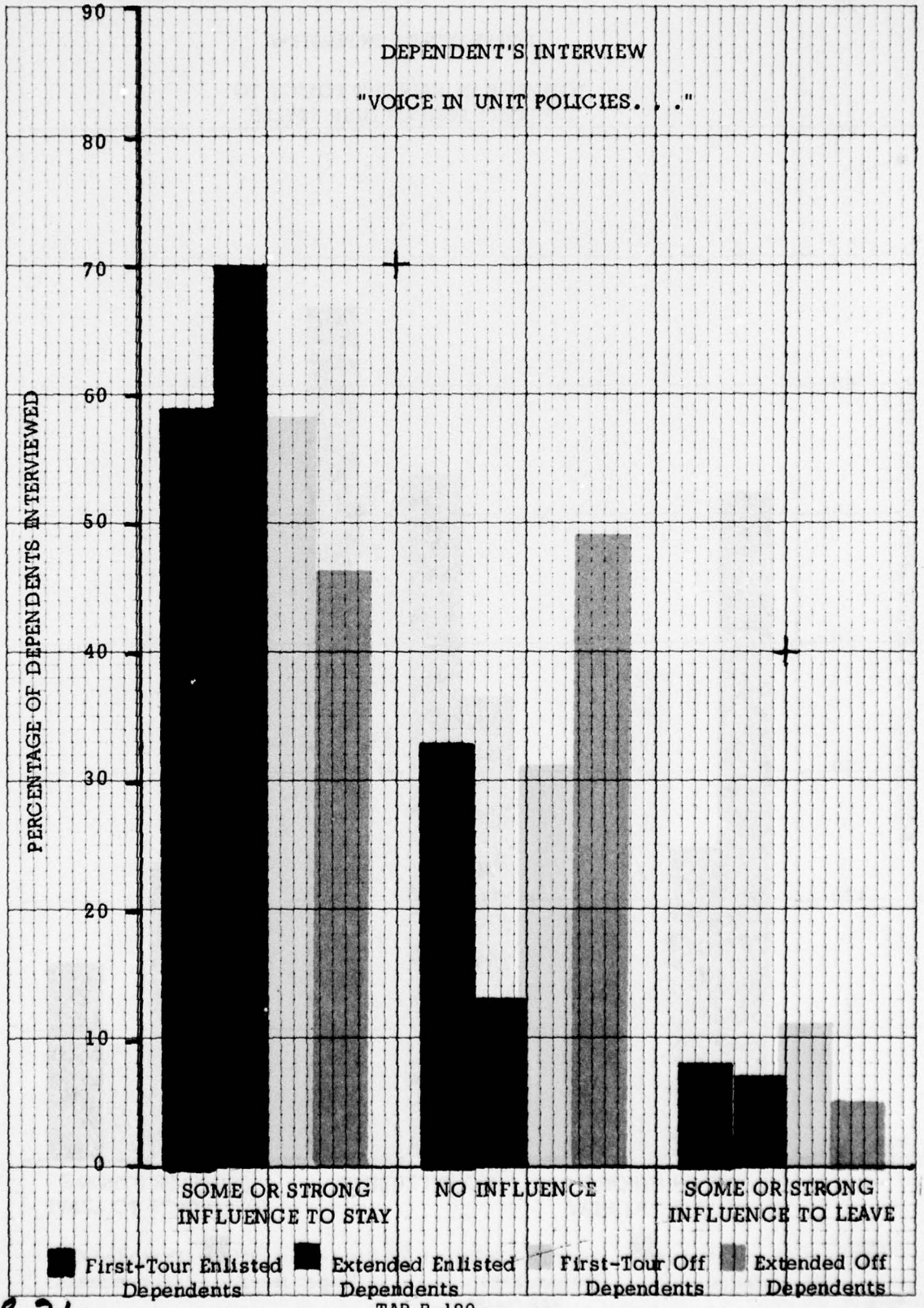



DEPENDENT'S INTERVIEW
"RELIGIOUS PROGRAMS
PERCENTAGE OF DEPENDENTS INTERVIEWED
90
80
70
60
50
40
30
20
10
0
SOME OR STRONG INFLUENCE TO STAY
NO INFLUENCE
SOME OR STRONG INFLUENCE TO LEAVE
First-Tour Enlisted Dependents
Extended Enlisted Dependents
First-Tour Off Dependents
Extended Off Dependents

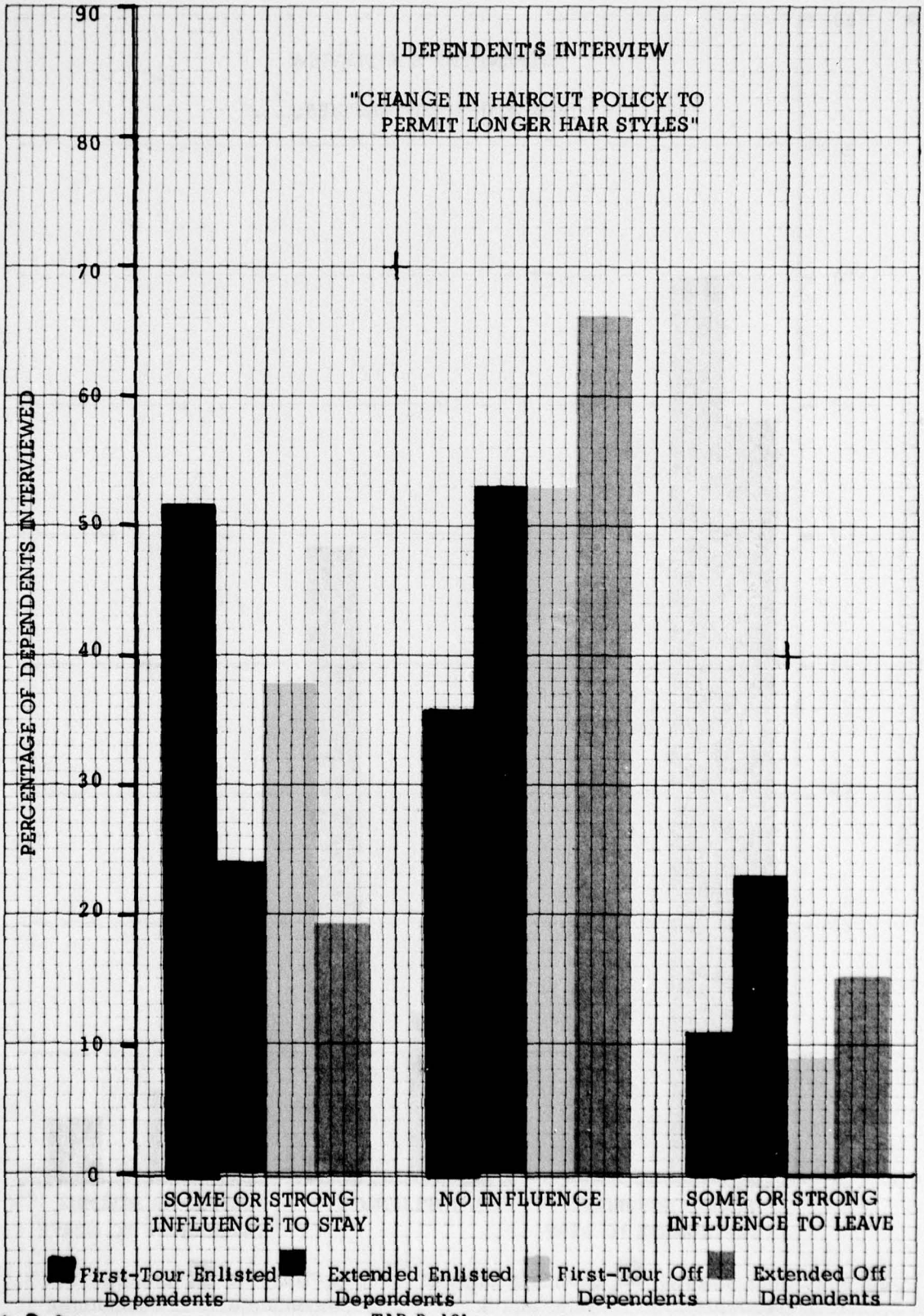
Incl 19


DEPENDENTS' INTERVIEW
"CHOICE OF ASSIGNMENTS"
PERCENTAGE OF DEPENDENTS INTERVIEWED
90
80
70
60
50
40
30
20
10
0
SOME OR STRONG INFLUENCE TO STAY
NO INFLUENCE
SOME OR STRONG INFLUENCE TO LEAVE
First-Tour Enlisted Dependents
Extended Enlisted Dependents
First-Tour Off Dependents
Extended Off Dependents

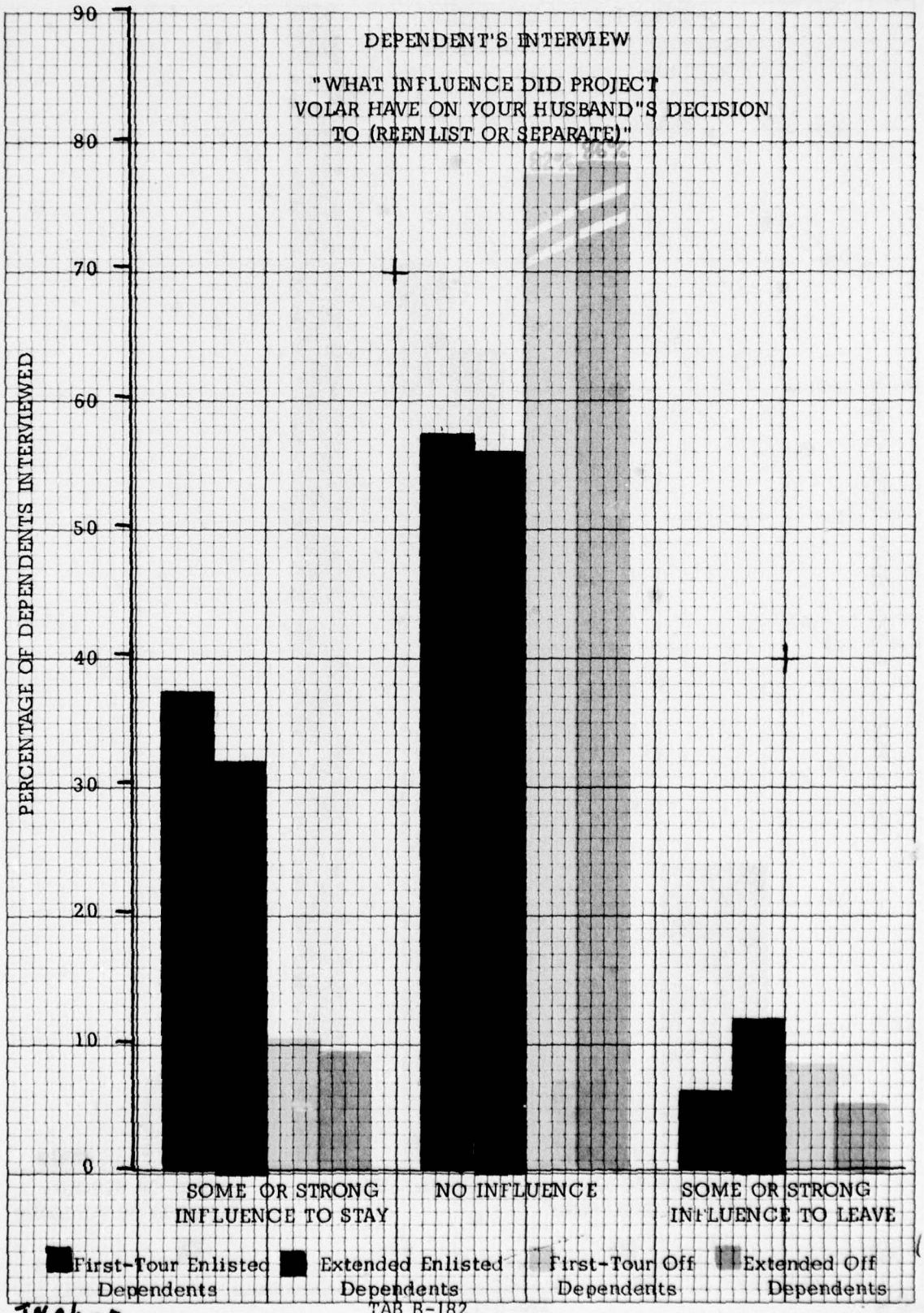
Incl 20


DEPENDENT'S INTERVIEW
"VOICE IN UNIT POLICIES. . ."
PERCENTAGE OF DEPENDENTS INTERVIEWED
90
80
70
60
50
40
30
20
10
0
SOME OR STRONG INFLUENCE TO STAY
NO INFLUENCE
SOME OR STRONG INFLUENCE TO LEAVE
First-Tour Enlisted Dependents
Extended Enlisted Dependents
First-Tour Off Dependents
Extended Off Dependents

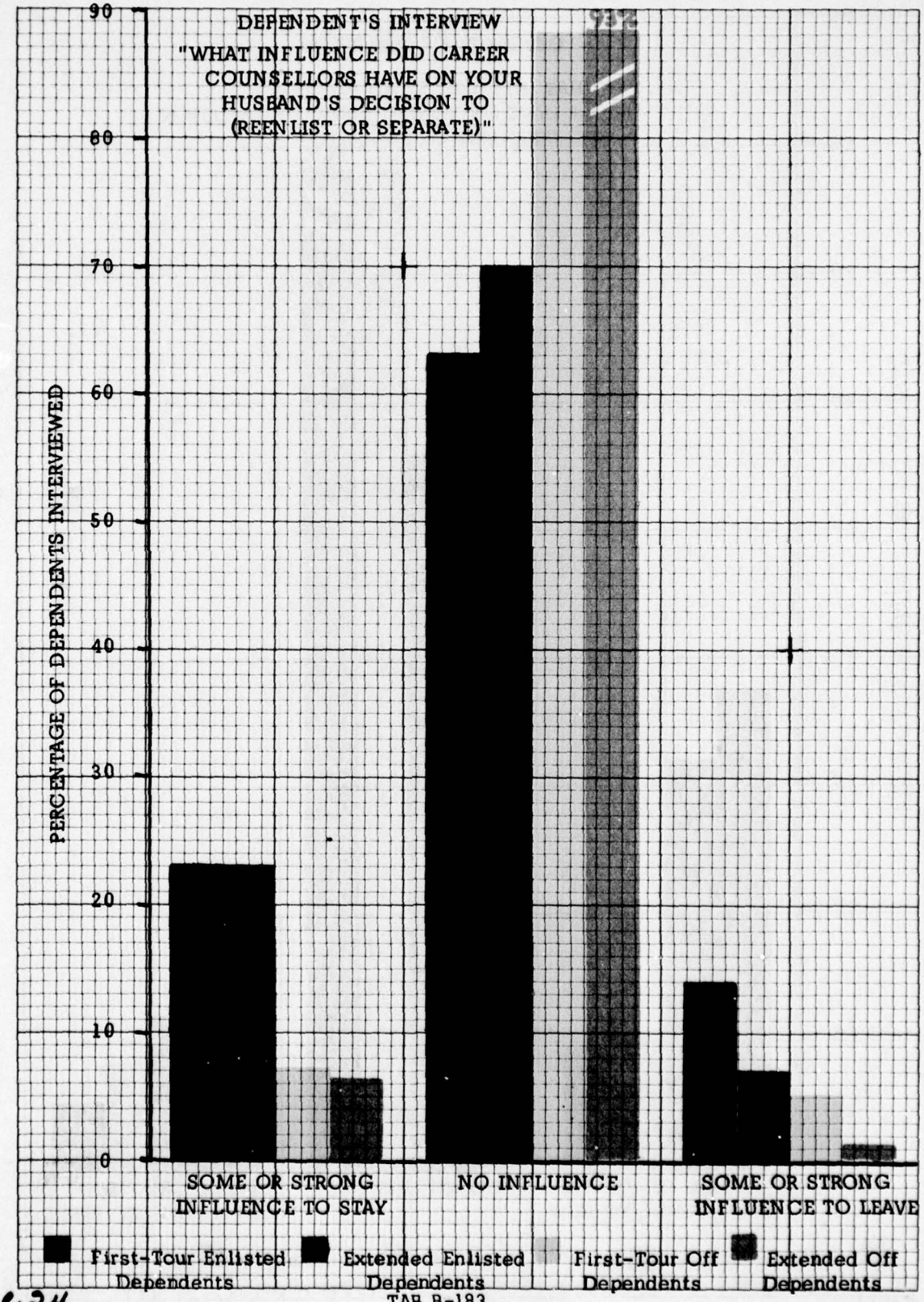
Encl 21


DEPENDENT'S INTERVIEW
"CHANGE IN HAIRCUT POLICY TO PERMIT LONGER HAIR STYLES"
PERCENTAGE OF DEPENDENTS INTERVIEWED
90
80
70
60
50
40
30
20
10
0
SOME OR STRONG INFLUENCE TO STAY
NO INFLUENCE
SOME OR STRONG INFLUENCE TO LEAVE
First-Tour Enlisted Dependents
Extended Enlisted Dependents
First-Tour Off Dependents
Extended Off Dependents

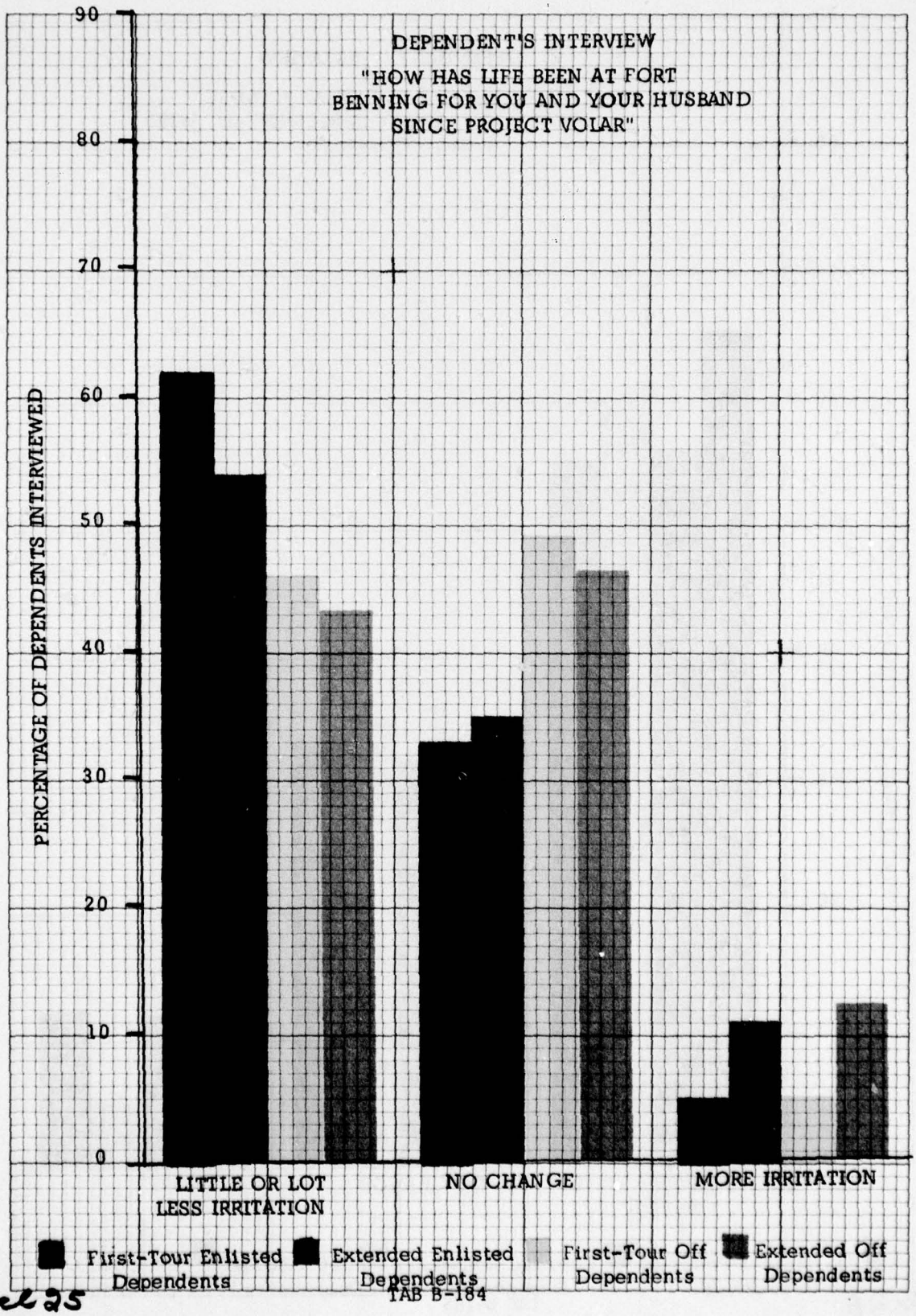
Inc 22


DEPENDENT'S INTERVIEW
"WHAT INFLUENCE DID PROJECT VOLAR HAVE ON YOUR HUSBAND"S DECISION TO (REENLIST OR SEPARATE)"
PERCENTAGE OF DEPENDENTS INTERVIEWED
90
80
70
60
50
40
30
20
10
0
SOME OR STRONG INFLUENCE TO STAY
NO INFLUENCE
SOME OR STRONG INFLUENCE TO LEAVE
First-Tour Enlisted Dependents
Extended Enlisted Dependents
First-Tour Off Dependents
Extended Off Dependents

Incl 23

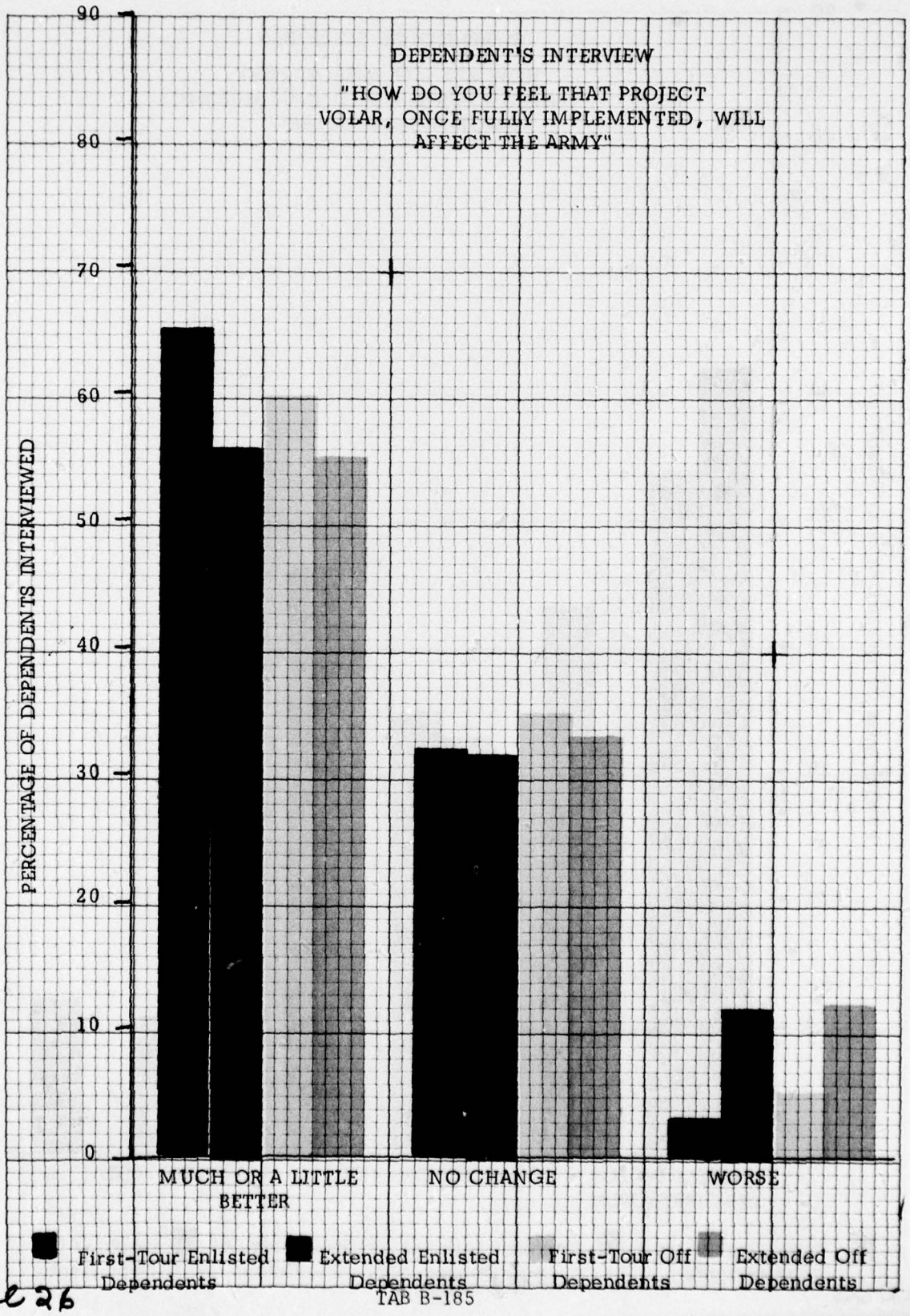

DEPENDENT'S INTERVIEW
"WHAT INFLUENCE DID CAREER COUNSELLORS HAVE ON YOUR HUSBAND'S DECISION TO (REENLIST OR SEPARATE)"
PERCENTAGE OF DEPENDENTS INTERVIEWED
90
80
70
60
50
40
30
20
10
0
SOME OR STRONG INFLUENCE TO STAY
NO INFLUENCE
SOME OR STRONG INFLUENCE TO LEAVE
First-Tour Enlisted Dependents
Extended Enlisted Dependents
First-Tour Off Dependents
Extended Off Dependents

Like 24



Incl 25

TAB B-184


DEPENDENT'S INTERVIEW
"HOW DO YOU FEEL THAT PROJECT VOLAR, ONCE FULLY IMPLEMENTED, WILL AFFECT THE ARMY"
PERCENTAGE OF DEPENDENTS INTERVIEWED
90
80
70
60
50
40
30
20
10
0
MUCH OR A LITTLE BETTER
NO CHANGE
WORSE
First-Tour Enlisted Dependents
Extended Enlisted Dependents
First-Tour Off Dependents
Extended Off Dependents

Incl 26

DEPENDENT'S INTERVIEW

NUMBER_____

SECTION I - Personal Data

The questions below pertain to you or your husband's background. Please indicate your response by circling the appropriate number beside your answer.

ADP Use Only
Card #1

DATE_____

ADP Use Only Card Columns

****

6

1. Husband's Grade

7

1. E2 - E4
2. E5
3. E6
4. E7
5. E8 & E9
6. 01
7. 02
8. 03
9. 04 or above
10. W1 - W4

2. Your age:

8

1. 18-20
2. 21-22
3. 23-24
4. 25-29
5. 30 or over

3. Your race:

9

1. Black
2. White
3. Other

4. Number of dependents (does not include yourself or your husband)

10

1. None
2. One
3. Two
4. Three
5. Four or more

Incl #27

5. How long have you and your husband been at Fort Benning? (months)

ADP Use Only Card Columns

11

1. Less than 6
2. 6-11
3. 12-24
4. 25-36
5. Over 37

6. Months of active service your husband has completed:

12

1. 12 or less
2. 12-24
3. 25-36
4. 37-72
5. Over 72

7. Civilian education:

13

1. Some high school
2. GED Certificate
3. High School Graduate
4. Some college
5. College Degree
6. Graduate School/Degree

8. What was the approximate income of your parents before you married and before your husband came into the Army:

14

1. Less than $5,000/year
2. $5,000-$8,000/year
3. $8,000-$12,000/year
4. Over $12,000/year
5. Do not know

Incl #27

9. a. In what section of the country did you live most of your life before your husband came into the Army?

ADP Use Only
Card Columns
15

1._____Northeast (Maine, New Hampshire, Vermont, Massachusetts, Rhode Island, Connecticut, New York, New Jersey, Pennsylvania, Delaware)

2._____Southeast (Maryland, District of Columbia, Virginia, West Virginia, North Carolina, South Carolina, Tennessee, Kentucky, Georgia, Alabama, Mississippi, Florida, Louisiana, Texas)

3._____Middle West (Ohio, Michigan, Indiana, Illinois, Wisconsin, Minnesota, North Dakota, South Dakota, Iowa, Missouri, Arkansas, Oklahoma, Nebraska, Kansas)

4._____Mountain States and Southwest (Montana, Idaho, Wyoming, Utah, Colorado, Nevada, New Mexico, Arizona)

5._____Far West (Hawaii, Alaska, Washington, Oregon, California)

6._____Not in the United States

Incl #273

ADP Use Only
Card Columns

16

9. b. Where, just prior to your husband coming into the Army?

1._____Northeast (Maine, New Hampshire, Vermont, Massachusetts, Rhode Island, Connecticut, New York, New Jersey, Pennsylvania, Delaware)

2._____Southeast (Maryland, District of Columbia, Virginia, West Virginia, North Carolina, South Carolina, Tennessee, Kentucky, Georgia, Alabama, Mississippi, Florida, Louisiana, Texas)

3._____Middle West (Ohio, Michigan, Indiana, North Dakota, South Dakota, Iowa, Missouri, Arkansas, Oklahoma, Nebraska, Kansas)

4._____Mountain States and Southwest (Montana, Idaho, Wyoming, Utah, Colorado, Nevada, New Mexiao, Arizona)

5._____Far West (Hawaii, Alaska, Washington, Oregon, California)

6._____Not in the United States

Incl #274

ADP Use Only
Card Columns

10. a. In what size place did you live <u>most of the years</u> while you were from 8-18 years old? 17

1. Farm area
2. Small Town (less than 5,000 people)
3. Small City (5,000-74,000 people)
4. Medium City (75,000-500,000 people or surburb of a medium city),
5. Large City (over 500,000 people or surburb of a large city)

b. Where, just prior to your husband coming into the Army? 18

1. Farm area
2. Small Town (less than 5,000 people)
3. Small City (5,000-74,000 people)
4. Medium City (75,000-500,000 people or suburb of a medium city)
5. Large City (over 500,000 people or surburb of a large city)

ADP Use Only
Card Columns

11. Would you have suggested that your husband volunteer had there not been a draft? 19

1. Yes
2. No

12. Your husband's category: 20

1. AUS (Inductee)
2. First Term RA
3. Career RA
4. USAR/ARNG Officer
5. RA Officer

13. Has he served in combat? 21

1. Yes
2. No

14. What is his present duty assignment?

_____

_____

Incl #27

SECTION II

ADP Use Only
Card Columns

1. Compared to the other Army posts that you know of, how do you classify this one (Circle one) — 22

   1. One of the best
   2. Slightly above average
   3. About average
   4. Slightly below average
   5. One of the worst
   6. I have never been at another post

2. What do you expect your husband to do upon completion of this military obligation (Circle one) — 23

   1. Go to school or college
   2. Work for an employer
   3. Farm
   4. Become self-employed
   5. He hasn't decided what he will do
   6. Perhaps reenlist or extend

3. Would you ever advise a friend or relative to enlist in the Army? — 24

   1. Yes
   2. No

Incl #27

SECTION III

This section pertains to your attitude toward a number of areas of Army life which may, or may not, affect you and your husband. Please mark your response to each item by circling the number opposite the item which best shows how that area might influence your husband's decision and/or your suggestion for him to stay in or get out. Please answer all of the questions.

Strong Influence To Stay	Some Influence To Stay	Does not Apply or No Influence	Some Influence To Leave	Strong Influence To Leave
SCALE: 1	2	3	4	5

****

						ADP Use Only Card Columns
1. Elimination of unnecessary formations...	1	2	3	4	5	25
2. Removal of travel restrictions while on pass or normal off duty...	1	2	3	4	5	26
3. Establishment of a five-day work week...	1	2	3	4	5	27
4. Elimination of KP...	1	2	3	4	5	28
5. Optional civilian dress policy for personell who are required to work during off-duty hours (where applicable)...	1	2	3	4	5	29
6. Compensatory time off for weekend and holiday work...	1	2	3	4	5	30
7. Expanded hours of the PX and Commissary...	1	2	3	4	5	31

Inf #27

	Strong Influence To Stay	Some Influence To Stay	Does Not Apply or No Influence	Some Influence To Leave	Strong Influence To Leave
SCALE	1	2	3	4	5

****

						ADP Use Only Card Columns
8. Contracting for local civilian facilities to provide guest house accomodations...	1	2	3	4	5	32
9. Proposal to expand the PX inventory to include major appliances, furniture, and a full range of sporting goods..	1	2	3	4	5	33
10. Improvement of communications up and down the chain of command...	1	2	3	4	5	34
11. Improvement of the attractiveness of the Army for wives...	1	2	3	4	5	35
12. Adequacy of pay...	1	2	3	4	5	36
13. Fairness of promotion policy...	1	2	3	4	5	37
14. Officer/NCO/Soldier relations..	1	2	3	4	5	38
15. Racial problems...	1	2	3	4	5	39
16. Drug problems...	1	2	3	4	5	40
17. Athletic Programs...	1	2	3	4	5	41
18. Education Programs...	1	2	3	4	5	42
19. Religious Programs..	1	2	3	4	5	43
20. Choice of Assignments...	1	2	3	4	5	44

Incl #27

SCALE	Strong Influence To Stay 1	Some Influence To Stay 2	Does Not Apply or No Influence 3	Some Influence To Leave 4	Strong Influence To Leave 5

		ADP Use Only Card Columns
21. Voice in unit policies..	1 2 3 4 5	45
22. Change in haircut policy to permit longer hair styles...	1 2 3 4 5	46
23. What influence did Project VOLAR have on your husband's decision to (Reenlist or Separate)...	1 2 3 4 5	47
24. What influence did career counselors or reenlistment NCOs have on your husband's decision to (Reenlist or Separate)...	1 2 3 4 5	48
25. How has life been at Fort Benning for you and your husband since Project VOLAR? (Check one)	1 2 3 4 5	49
1._____Lot less irritating.		
2. _____Little less irritating.		
3._____No change in amount of irritation.		
4._____More irritating.		
26. How do you feel that Project VOLAR after fully implemented, will affect the Army (Check one)		50
1._____Much better as a career for my husband.		
2. _____a little better as a career for my husband.		

Inst #27[10]

3._____No change as a career for my husband.

4._____Worse as a career for my husband.

Incl #27"

TAB B

SPECIAL STUDIES

Part IV

Analysis of Career and Separating Officer's Attitudes

DEPARTMENT OF THE ARMY
HEADQUARTERS UNITED STATES ARMY INFANTRY CENTER
FORT BENNING, GEORGIA 31905

AJIVA

20 June 1972

MEMORANDUM FOR: LIEUTENANT COLONEL DOCTOR

SUBJECT: Results of Interviews of Separating and Career Officers

1. During the period December 1971 through April 1972, a locally developed attitudinal assessment interview was administered to some 70 separating officers and some 180 career officers assigned to Fort Benning. Respondees were selected randomly and were administered the interview form in a controlled situation. This interview form was very similar in design and content to those interviews administered to dependents and separating and reenlisting enlisted service members reported in separate studies. The interview form itself consisted of three separate sections which are treated herein: Section I -- Personal Data; Section II -- Intentions and Attitudes Toward the Military; and, Section III -- Influences of VOLAR innovations.

2. The entire group of "career" officers was selected randomly from officer students in the Infantry Officer Advanced Course, whereas the "separating" sample was selected randomly from rosters of persons pending separation as furnished by the US Army Infantry Center outprocessing center. With the exception of two Warrant Officers and two field grade officers, both of these groups were officers in the grades of Lieutenant or Captain.

3. It should be remembered that the sample of "career" officers were persons in an academic environment, thus, perhaps not totally experienced with specific Fort Benning VOLAR innovations. Their responses may be somewhat biased by heresay or by mere familiarity with the program through publicity. On the other hand, the group of "separating" officers had spent considerable time in actual permanent duty assignments in Fort Benning units; for example, 49% of the sample of separatees had spent between 12 and 24 months at Fort Benning and 31%, between 25 and 36 months. When the separating group was asked their opinions regarding Fort Benning as a military post, 55% of those interviewed

reported that Fort Benning was "One of the Best" Army posts to which they had ever been assigned. This figure compared to 50% of the "career" officers holding such an opinion. Another point of interest is that when asked: "Would you advise a friend or relative to enlist in the Army?" - - - - the following results were obtained:

	YES	NO
Career Officers	89%	11%
Separating Officers	63%	37%

4. Attached at Inclosures 1-31 are graphic representations of the responses of these officer groups indicating their opinions regarding certain MVA innovations. These graphs are generated from the responses reported on the following scale.

	STRONG INFLUENCE TO STAY	SOME INFLUENCE TO STAY	NO INFLUENCE	SOME INFLUENCE TO LEAVE	STRONG INFLUENCE TO LEAVE
SCALE:	1	2	3	4	5

The graphic technique of presentation is facilitated by combining responses 1 and 2 and 4 and 5 to indicate Influences to Stay, No Influence, and Influences to Leave.

SUMMARY: Generally speaking, there are some indications of rather marked differences in values and attitudes of these two groups of officers as shown by their responses in Inclosures #1 through #31. In most instances, the "career" officers' group have larger percentages of respondees reporting some or strong influences to stay than do the "separating" officers' group (e.g., some 77% of the career officers report that "Adequacy of Pay" is "Some or Strong Influence to Stay". See Inclosure #17). On the other hand, only 9 of the 31 items reveal the "separating" group reporting largest percentages of respondees viewing those items as influences to stay. An example of this

is shown at Inclosure #19 where 13% more of the "separating" group than the "career" group report that "Officer/NCO/Soldier Relations" had "Some or Strong Influence to Stay" in the Army. It is particularly interesting to note that the following items have such large percentages (50% or greater) of interviewees reporting that those items have "Some or Strong Influence to Stay" for each group respectively:

CAREER OFFICERS:

a. Establishment of Five-Day Work Week (Incl #4)
b. Expanded Hours of PX & Commissary (Incl #10)
c. Expansion of PX Inventory (Incl #13)
d. Improvement of Communications Up and Down the Chain of Command (Incl #15)
e. Improvement of the Attractiveness of the Army for Wives (Incl #16)
f. Adequacy of Pay (Incl #17)
g. Fairness of Promotion Policy (Incl #18)
h. Officer/NCO/Soldier Relations (Incl #19)
i. Educational Programs (Incl #23)

SEPARATING OFFICERS:

a. Establishment of Five-Day Work Week (Incl #4)
b. Adequacy of Pay (Incl #17)
c. Officer/NCO/Soldier Relations (Incl #19)
d. Educational Programs (Incl #23)

In contrast to the foregoing, astoundingly large percentages of each group respectively report the following items as having "Some or Strong Influence to Leave":

CAREER OFFICERS:

a. Racial Problems (Incl #20)
b. Drug Problems (Incl #21)

SEPARATING OFFICERS:

a. Fairness of Promotion Policy (Incl #18)

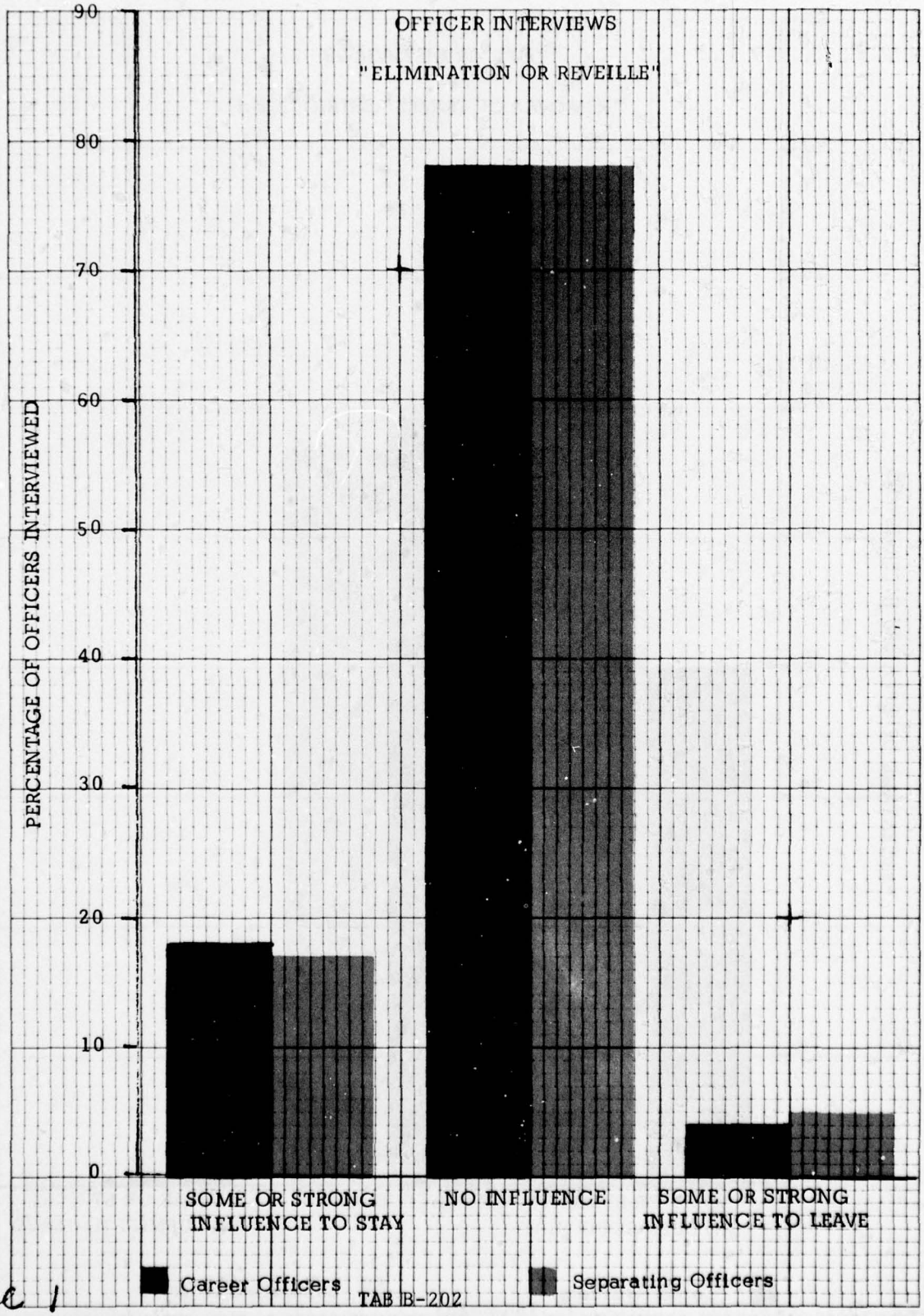
AJIVA 20 June 1972
SUBJECT: Results of Interviews of Separating and Career Officers

b. Racial Problems (Incl #20)
c. Drug Problems (Incl #21)
d. Choice of Assignments (Incl #25)
e. Voice in Unit Policies (Incl #26)
f. Last Commander or Supervisor (Incl #29)

Responses to the final two questions in the interview form reflect the most interesting results. 55% and 58% of the career officers and separating officers respectively report that life has been "a little or a lot less irritating" since Project VOLAR (see Inclosure #30). When asked: "How do you feel that Project VOLAR, after fully implemented, will affect the Army?", 80% of the career officers and 76% of the separating officers report that the Army should be "Much or a Little Better as a Career", (see Inclosure #31).

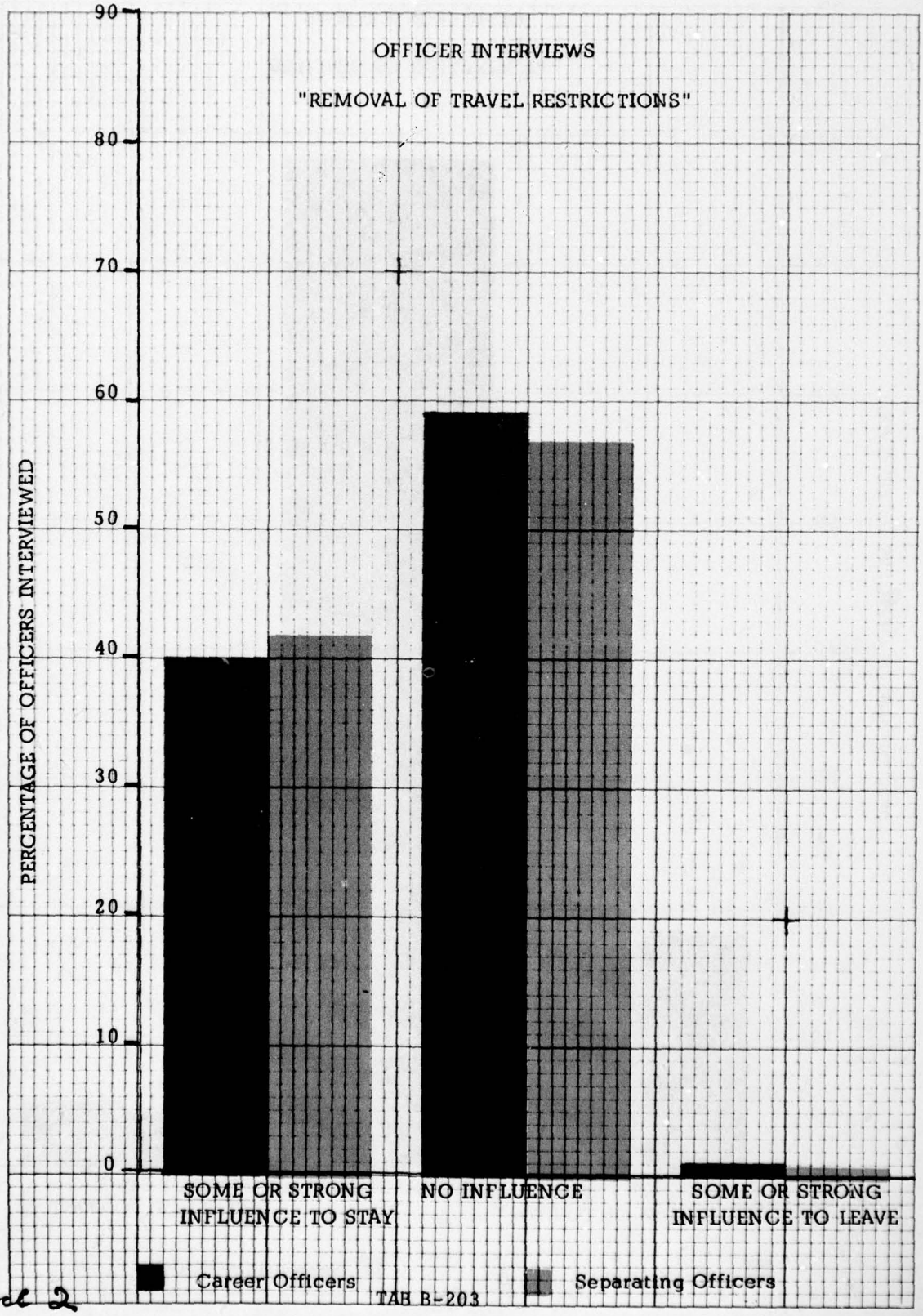
31 Incl
as

ROBERT G. NIVENS
Captain, Infantry
Chief, Evaluation Element

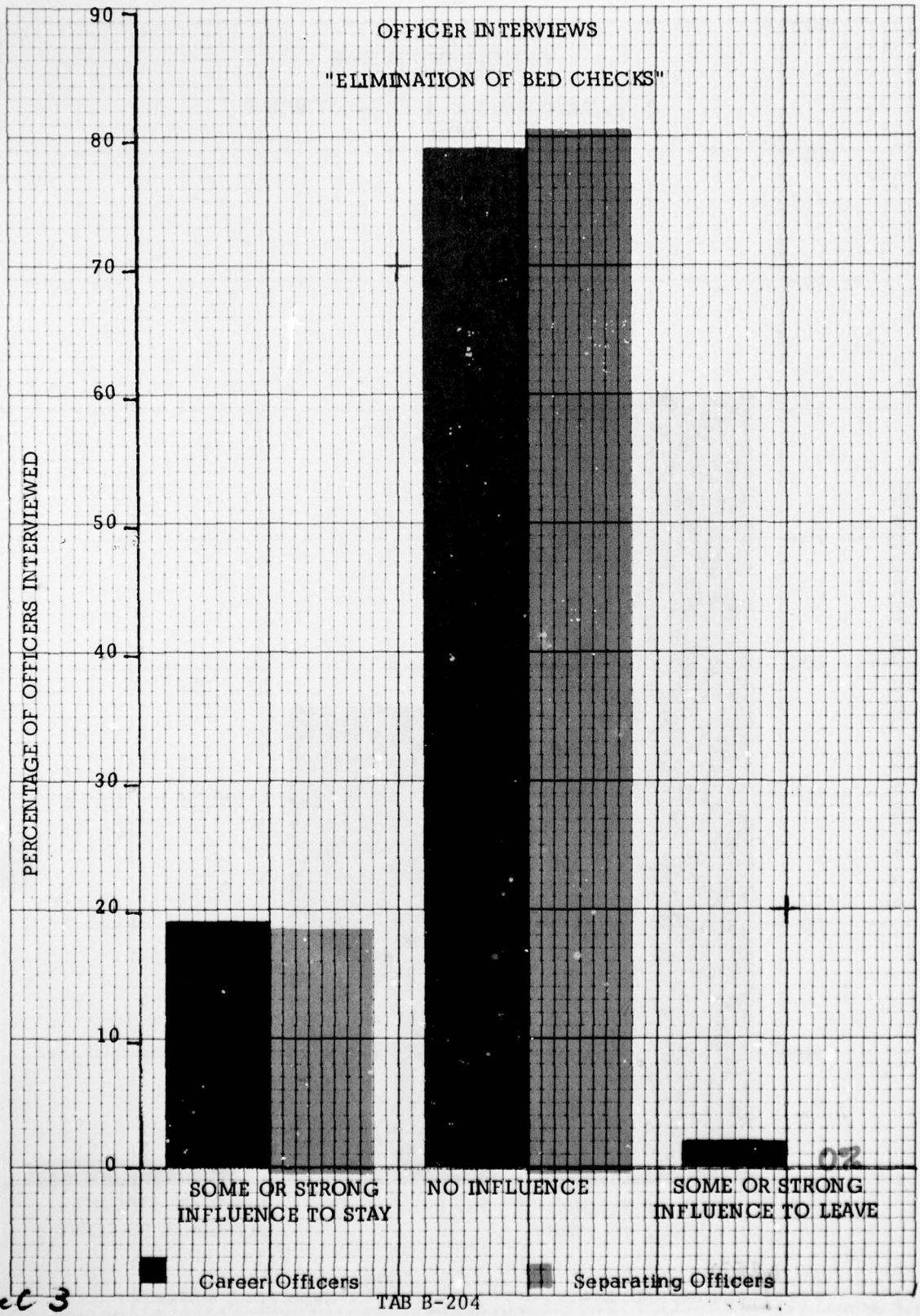


Incl 1

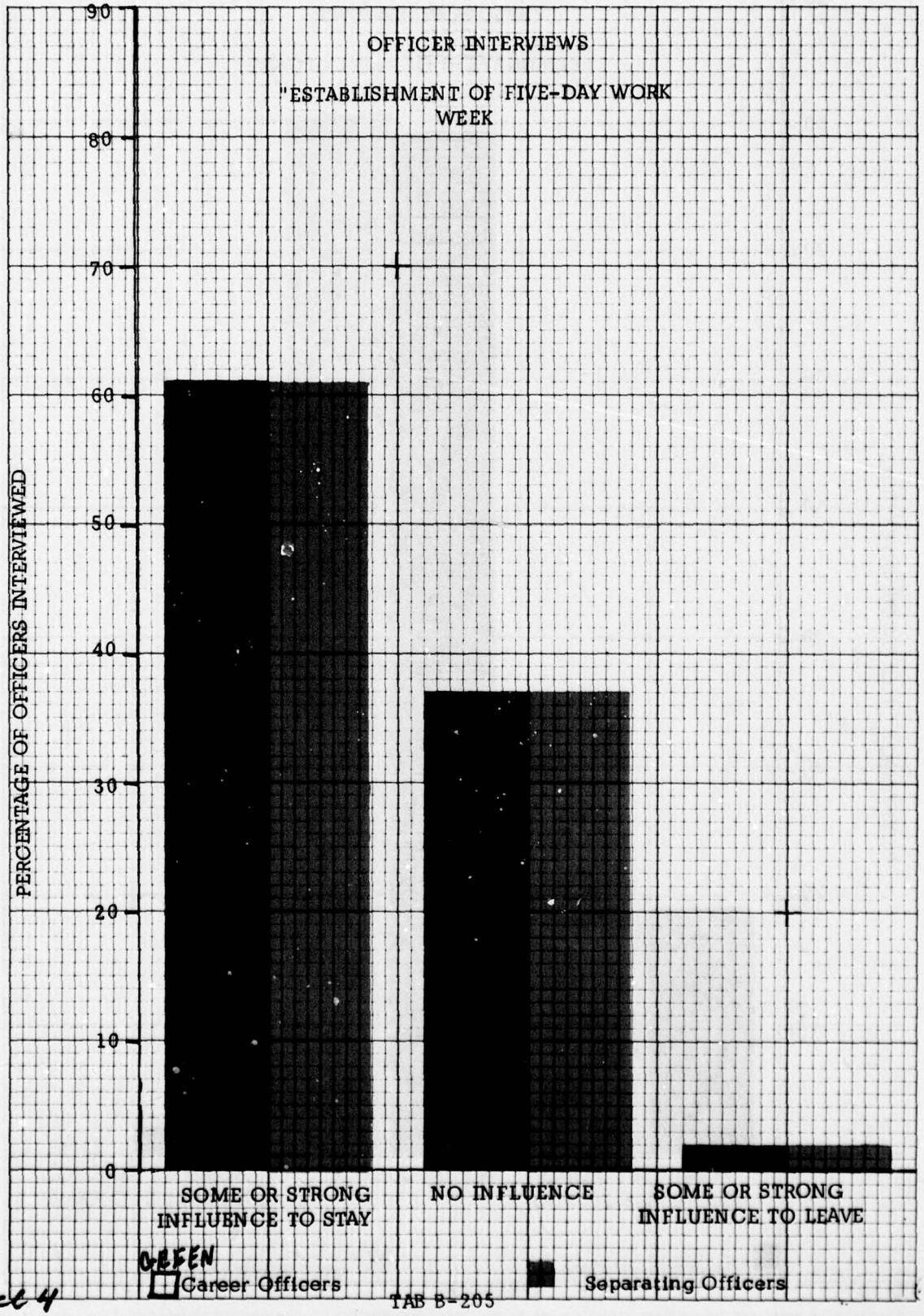
TAB B-202


OFFICER INTERVIEWS
"REMOVAL OF TRAVEL RESTRICTIONS"
PERCENTAGE OF OFFICERS INTERVIEWED
90
80
70
60
50
40
30
20
10
0
SOME OR STRONG INFLUENCE TO STAY
NO INFLUENCE
SOME OR STRONG INFLUENCE TO LEAVE
Career Officers
Separating Officers

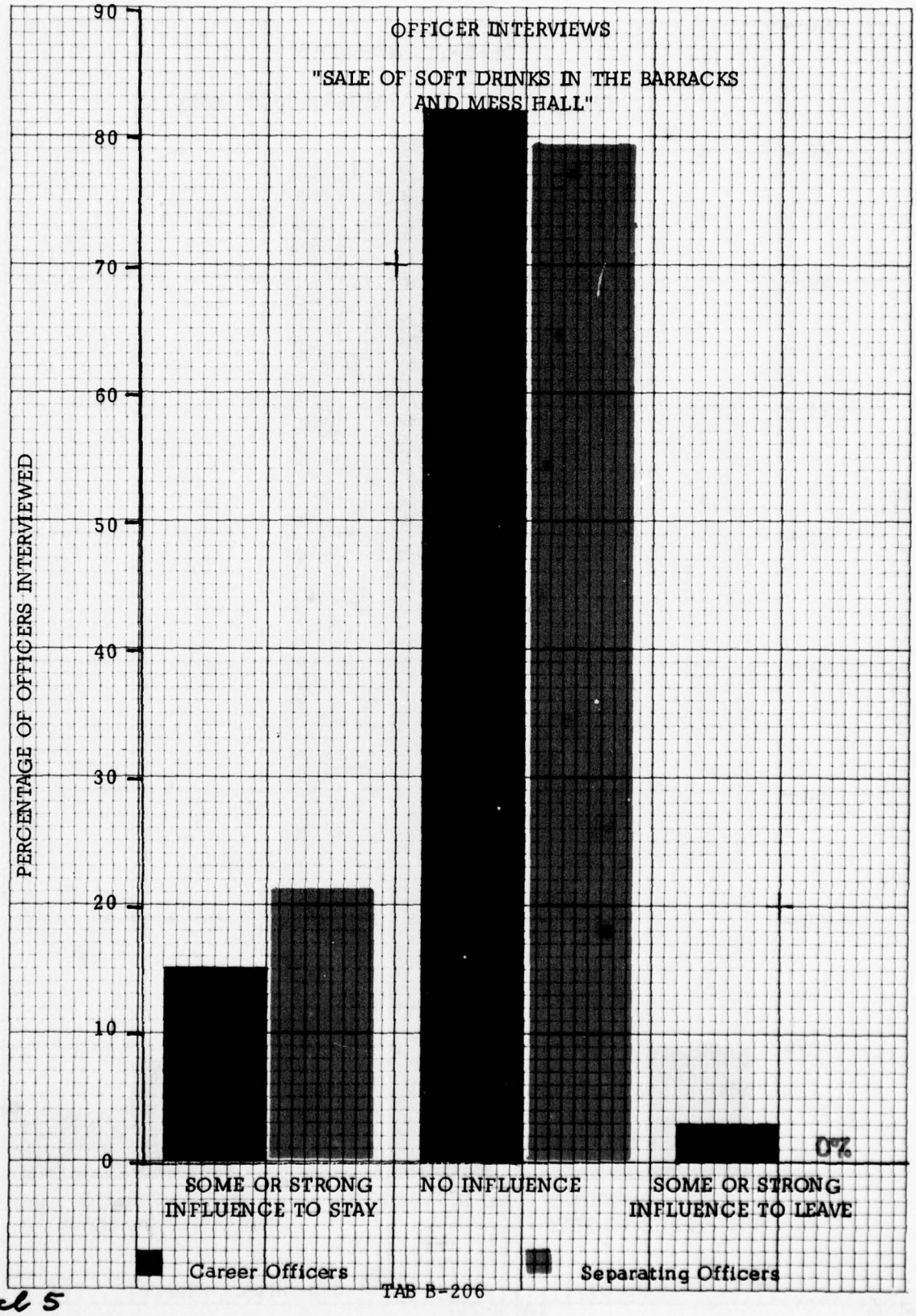
Incl 2


OFFICER INTERVIEWS
"ELIMINATION OF BED CHECKS"
PERCENTAGE OF OFFICERS INTERVIEWED
90
80
70
60
50
40
30
20
10
0
SOME OR STRONG INFLUENCE TO STAY
NO INFLUENCE
SOME OR STRONG INFLUENCE TO LEAVE
Career Officers
Separating Officers

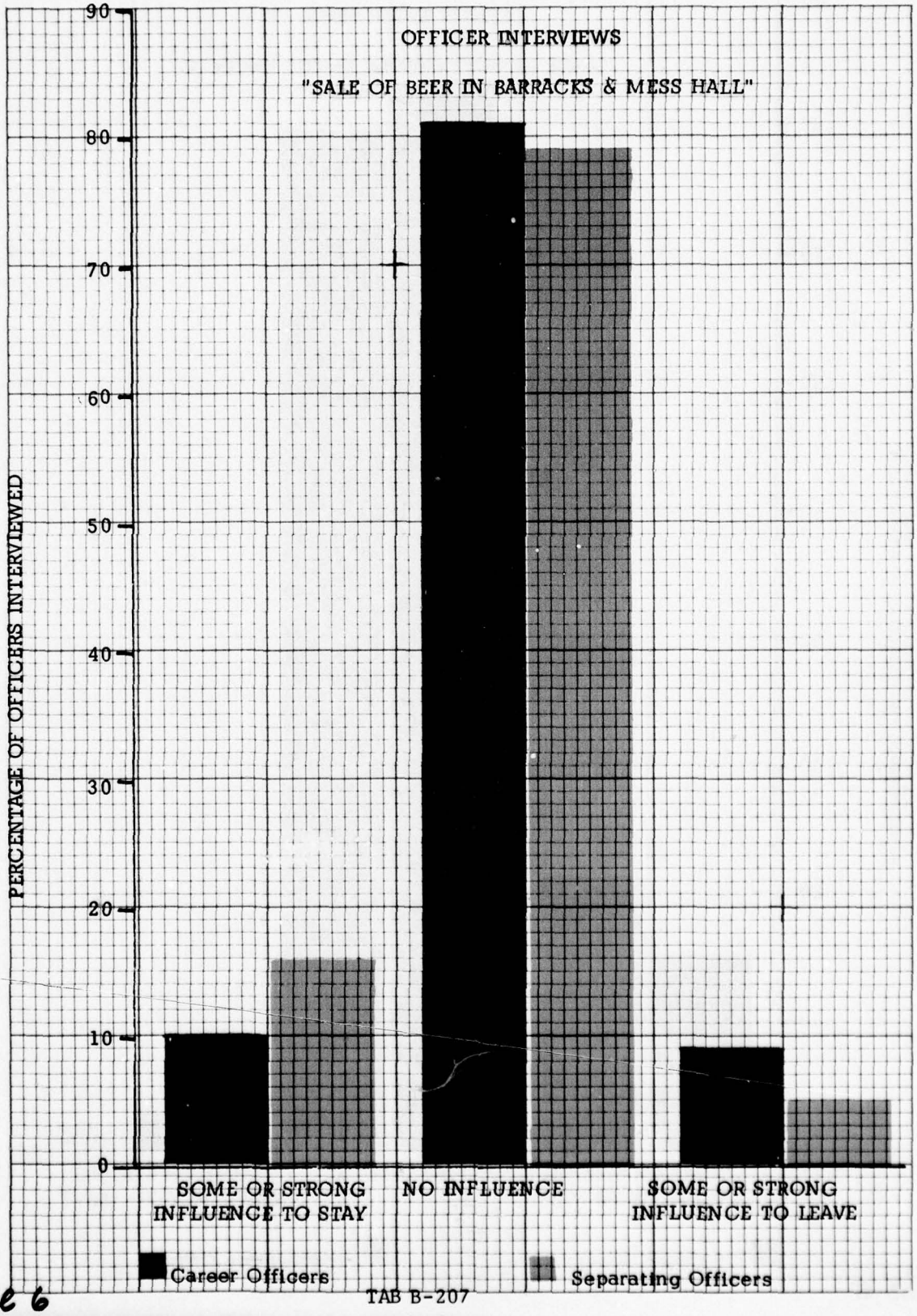
Incl 3


OFFICER INTERVIEWS
"ESTABLISHMENT OF FIVE-DAY WORK WEEK
PERCENTAGE OF OFFICERS INTERVIEWED
90
80
70
60
50
40
30
20
10
0
SOME OR STRONG INFLUENCE TO STAY
NO INFLUENCE
SOME OR STRONG INFLUENCE TO LEAVE
GREEN
Career Officers
Separating Officers

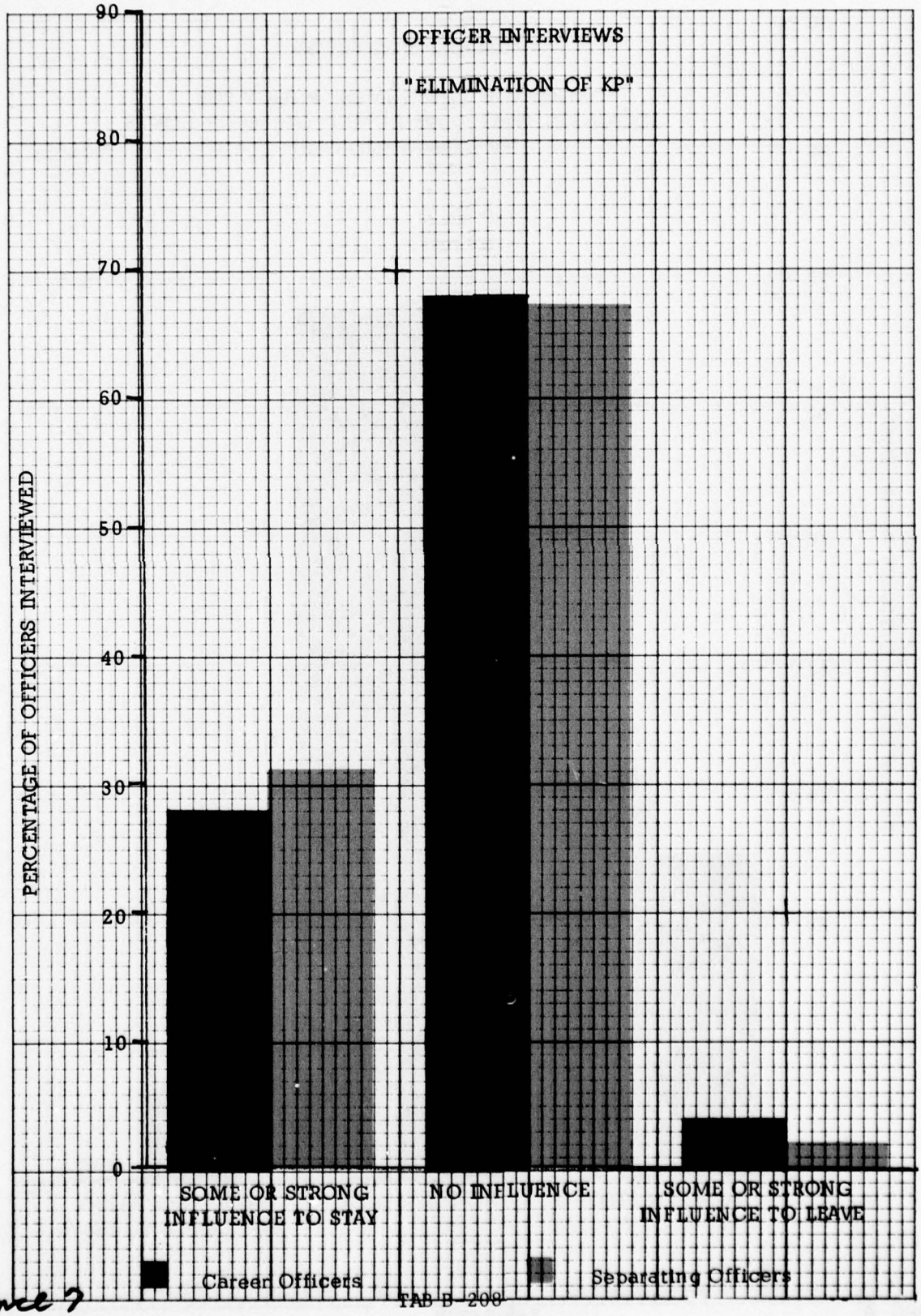
Incl 4


OFFICER INTERVIEWS
"SALE OF SOFT DRINKS IN THE BARRACKS AND MESS HALL"
PERCENTAGE OF OFFICERS INTERVIEWED
90
80
70
60
50
40
30
20
10
0
0%
SOME OR STRONG INFLUENCE TO STAY
NO INFLUENCE
SOME OR STRONG INFLUENCE TO LEAVE
Career Officers
Separating Officers

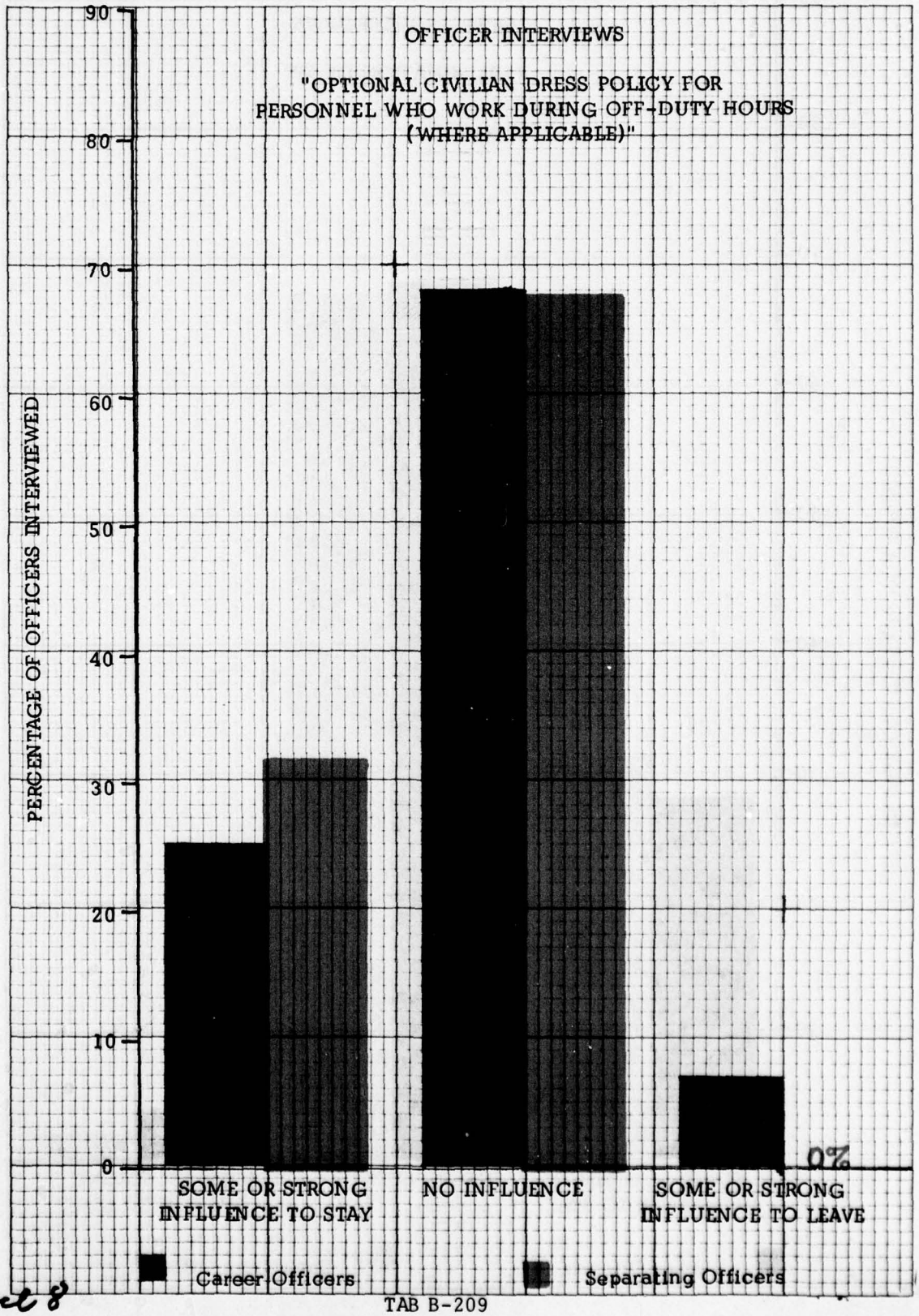
Incl 5


OFFICER INTERVIEWS
"SALE OF BEER IN BARRACKS & MESS HALL"
PERCENTAGE OF OFFICERS INTERVIEWED
90
80
70
60
50
40
30
20
10
0
SOME OR STRONG INFLUENCE TO STAY
NO INFLUENCE
SOME OR STRONG INFLUENCE TO LEAVE
Career Officers
Separating Officers

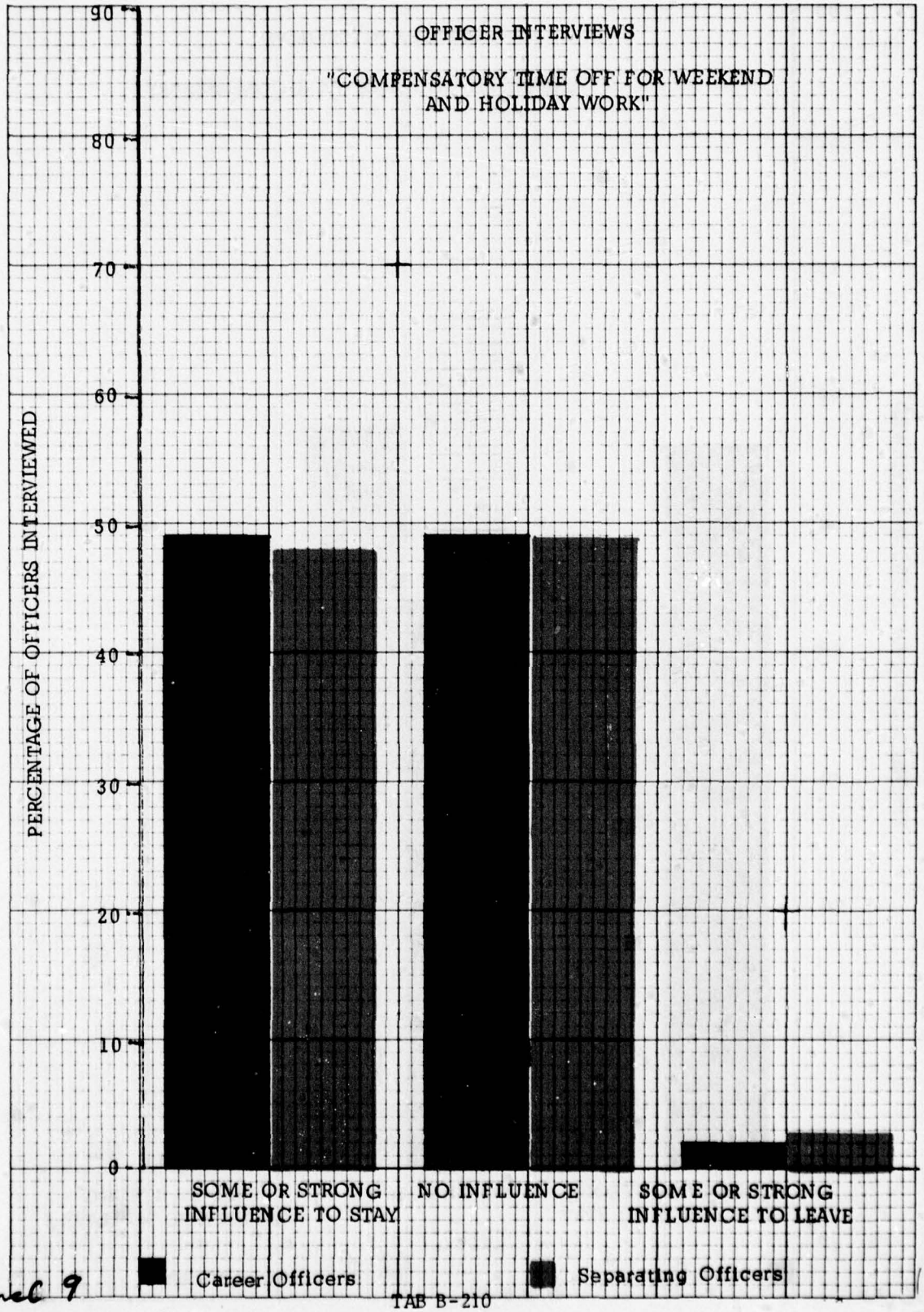
Incl 6


OFFICER INTERVIEWS
"ELIMINATION OF KP"
PERCENTAGE OF OFFICERS INTERVIEWED
90
80
70
60
50
40
30
20
10
0
SOME OR STRONG INFLUENCE TO STAY
NO INFLUENCE
SOME OR STRONG INFLUENCE TO LEAVE
Career Officers
Separating Officers

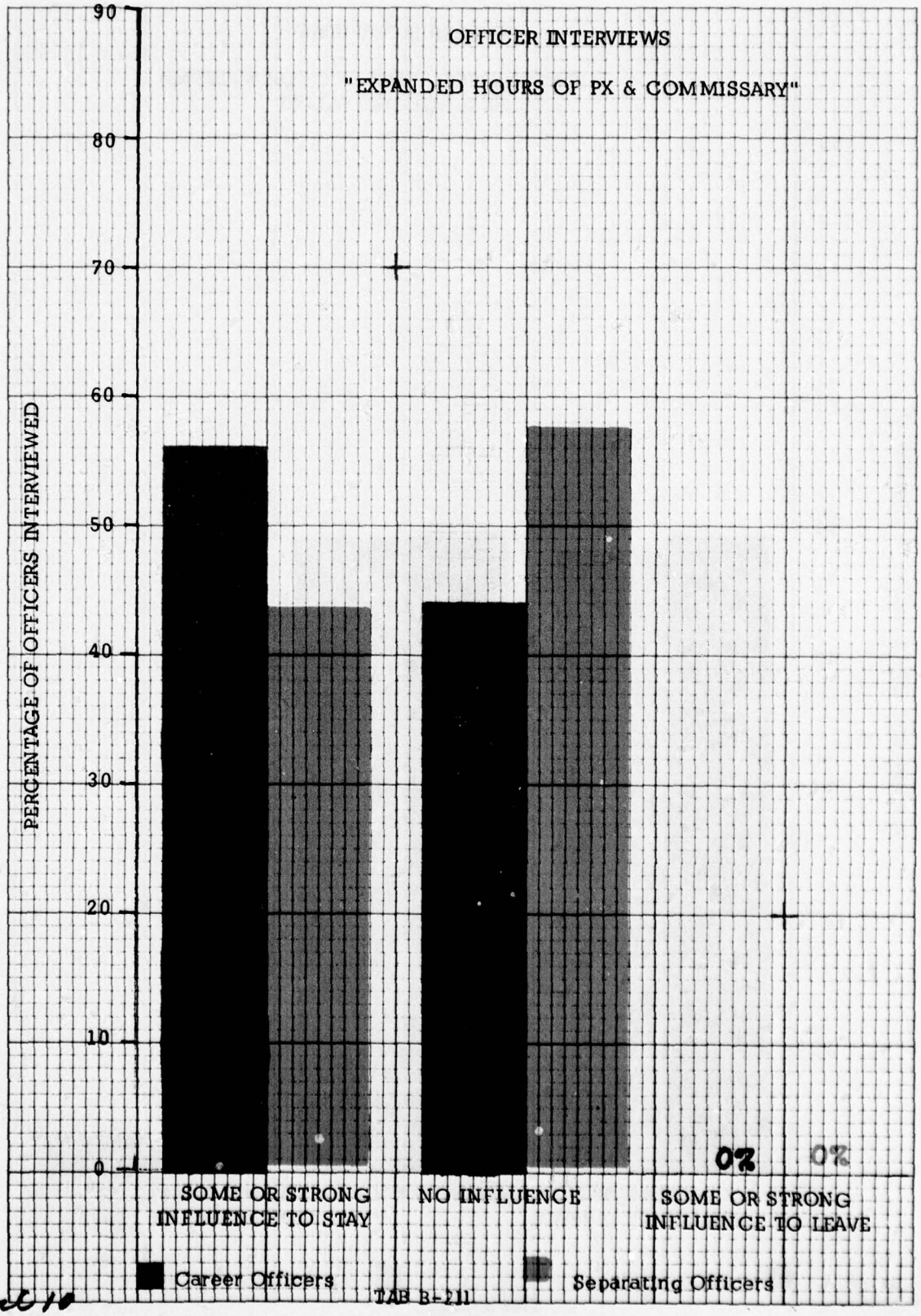
Incl 7


OFFICER INTERVIEWS
"OPTIONAL CIVILIAN DRESS POLICY FOR PERSONNEL WHO WORK DURING OFF-DUTY HOURS (WHERE APPLICABLE)"
PERCENTAGE OF OFFICERS INTERVIEWED
90
80
70
60
50
40
30
20
10
0
0%
SOME OR STRONG INFLUENCE TO STAY
NO INFLUENCE
SOME OR STRONG INFLUENCE TO LEAVE
Career Officers
Separating Officers

Incl 8

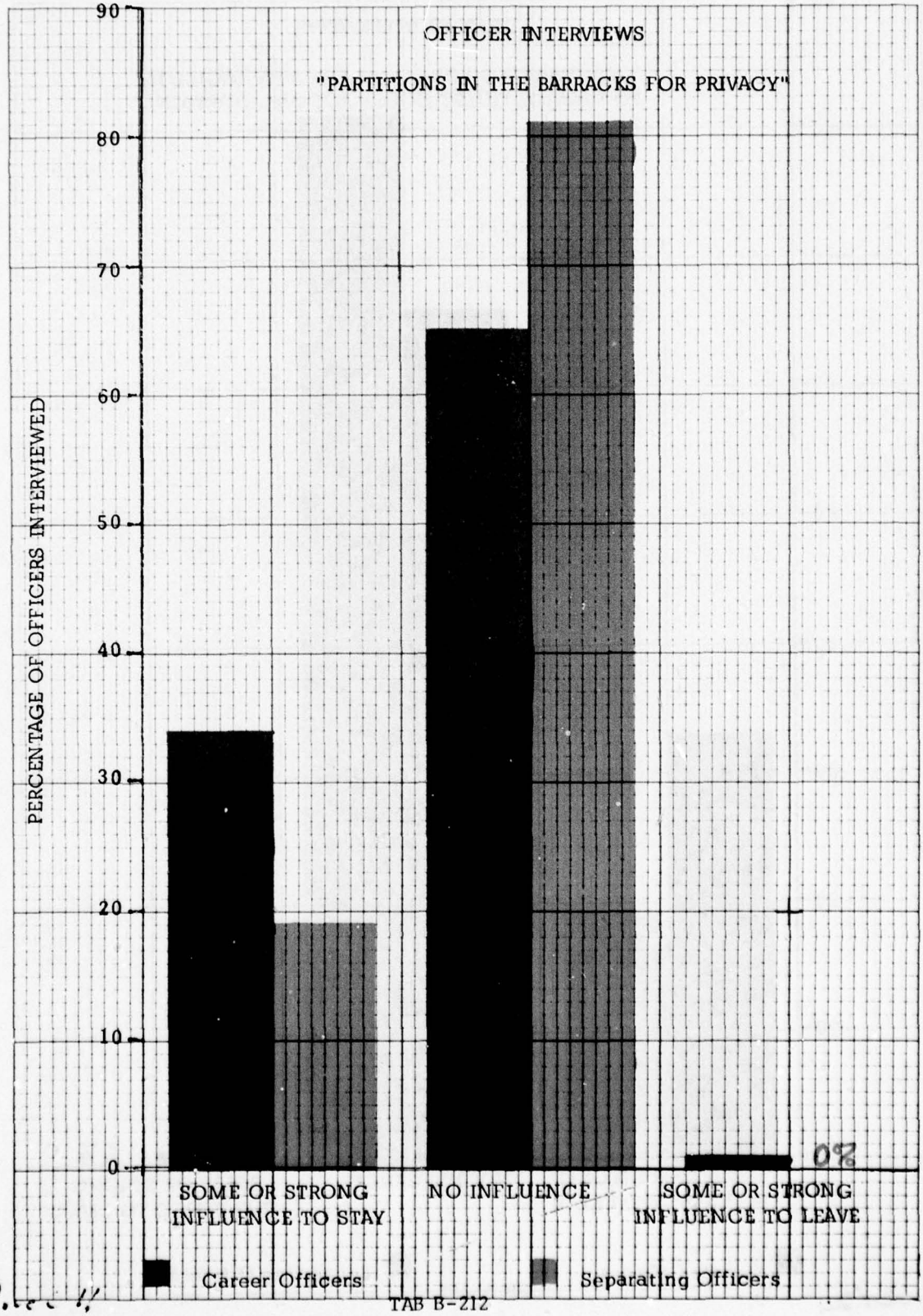

OFFICER INTERVIEWS
"COMPENSATORY TIME OFF FOR WEEKEND AND HOLIDAY WORK"
PERCENTAGE OF OFFICERS INTERVIEWED
90
80
70
60
50
40
30
20
10
0
SOME OR STRONG INFLUENCE TO STAY
NO INFLUENCE
SOME OR STRONG INFLUENCE TO LEAVE
Career Officers
Separating Officers

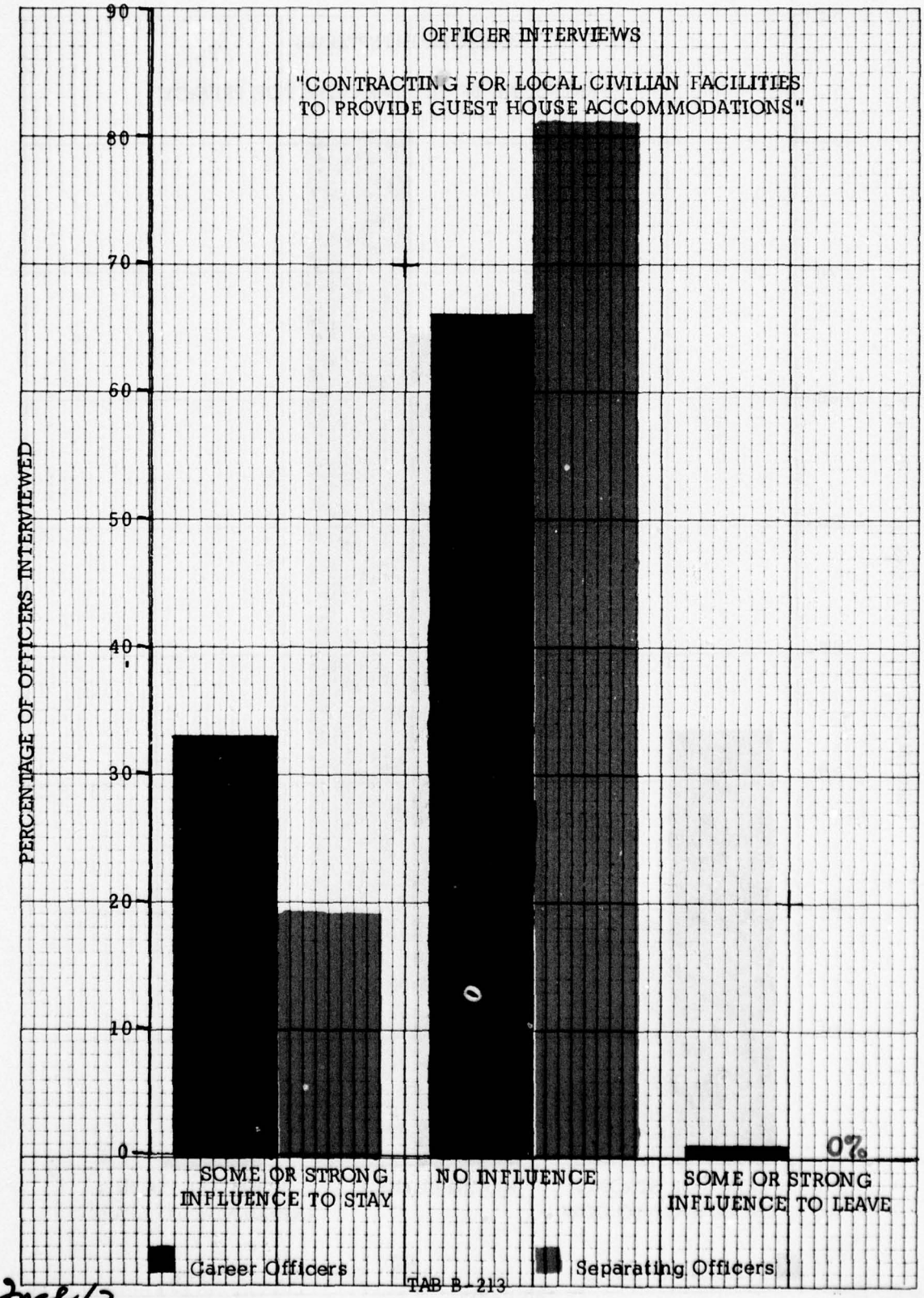
Incl 9



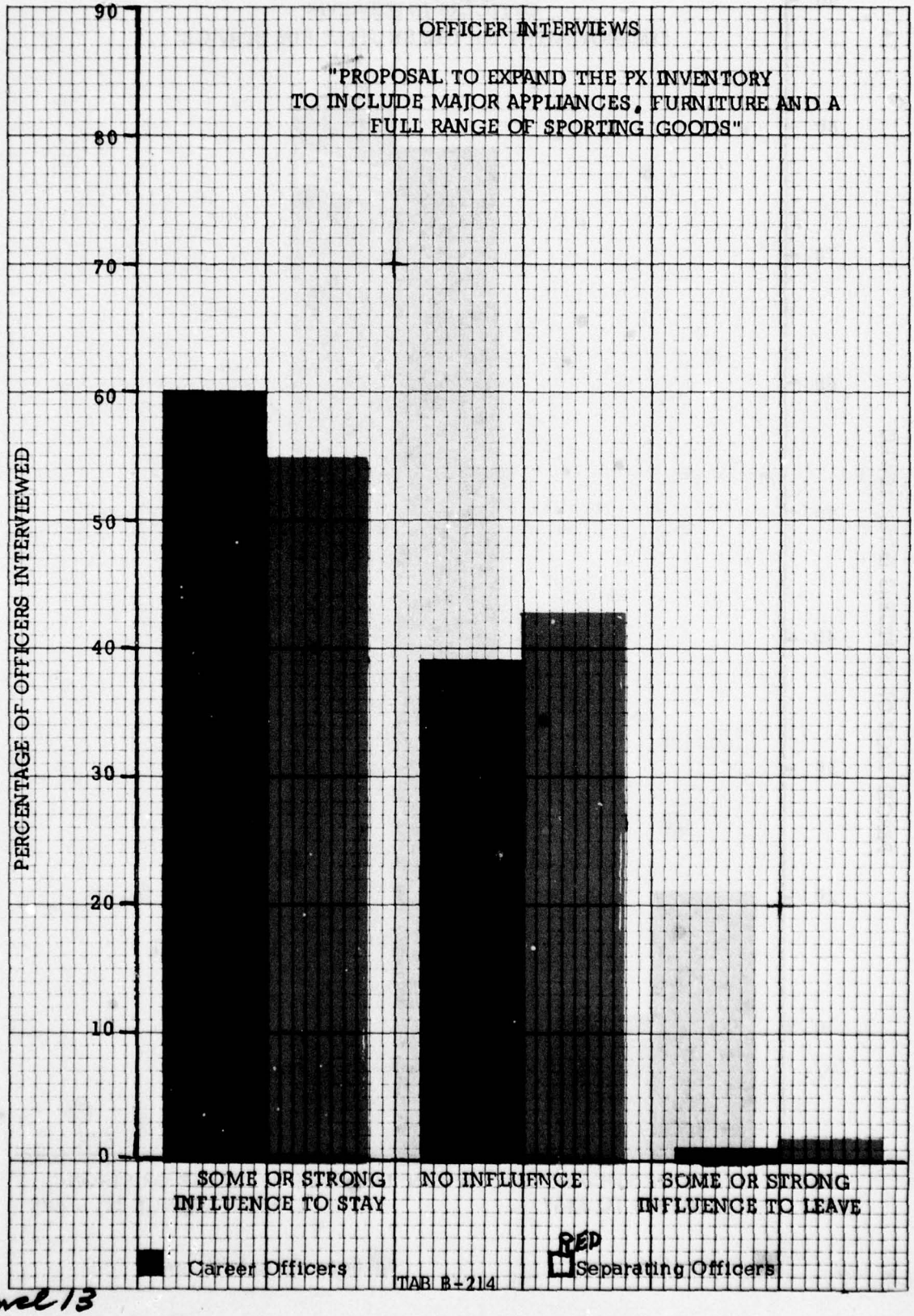
Incl 10

TAB B-211


OFFICER INTERVIEWS
"PARTITIONS IN THE BARRACKS FOR PRIVACY"
PERCENTAGE OF OFFICERS INTERVIEWED
90
80
70
60
50
40
30
20
10
0
SOME OR STRONG INFLUENCE TO STAY
NO INFLUENCE
SOME OR STRONG INFLUENCE TO LEAVE
Career Officers
Separating Officers

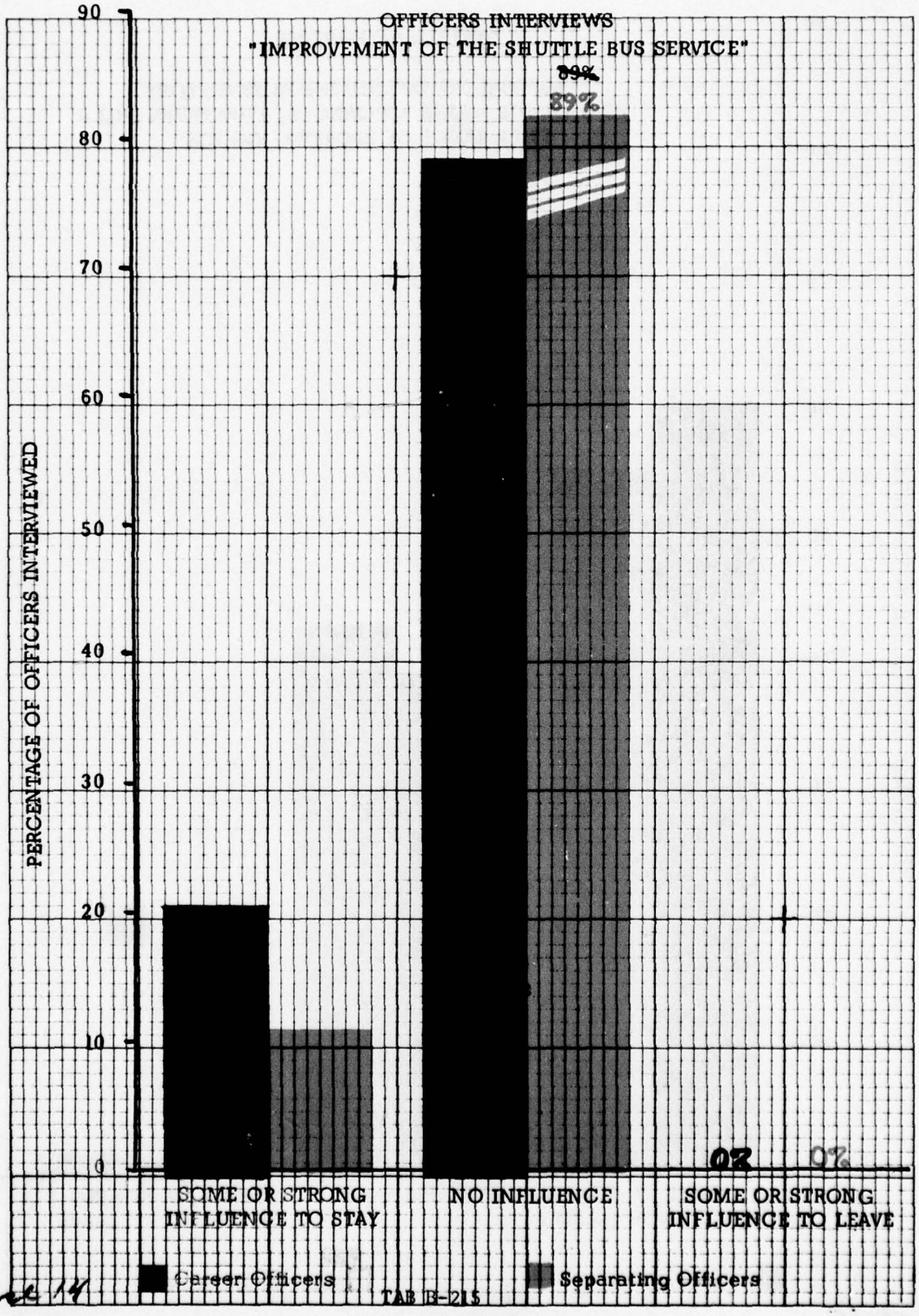

OFFICER INTERVIEWS
"CONTRACTING FOR LOCAL CIVILIAN FACILITIES TO PROVIDE GUEST HOUSE ACCOMMODATIONS"
PERCENTAGE OF OFFICERS INTERVIEWED
90
80
70
60
50
40
30
20
10
0
0%
SOME OR STRONG INFLUENCE TO STAY
NO INFLUENCE
SOME OR STRONG INFLUENCE TO LEAVE
Career Officers
Separating Officers

Incl 2

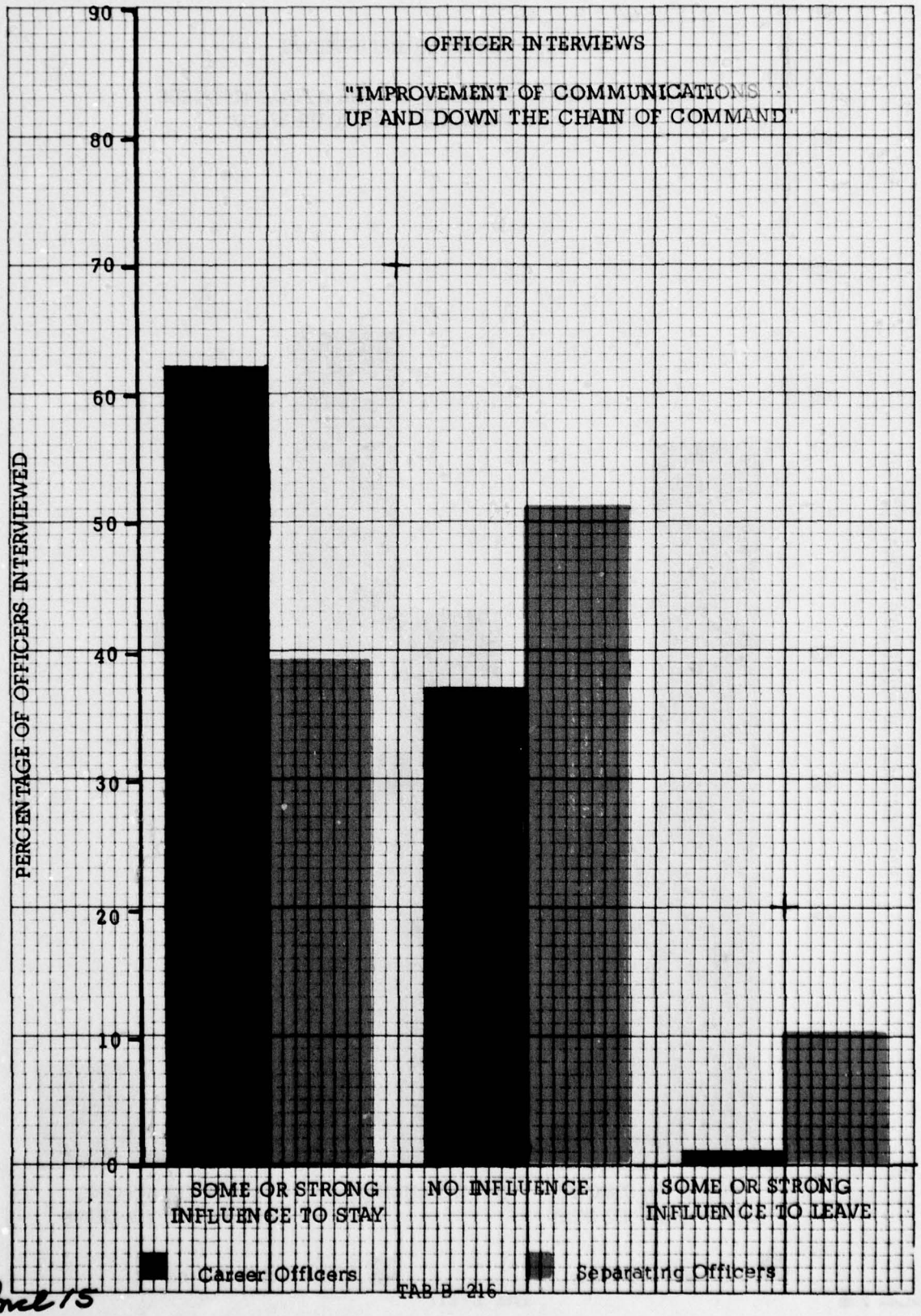


TAB B-214

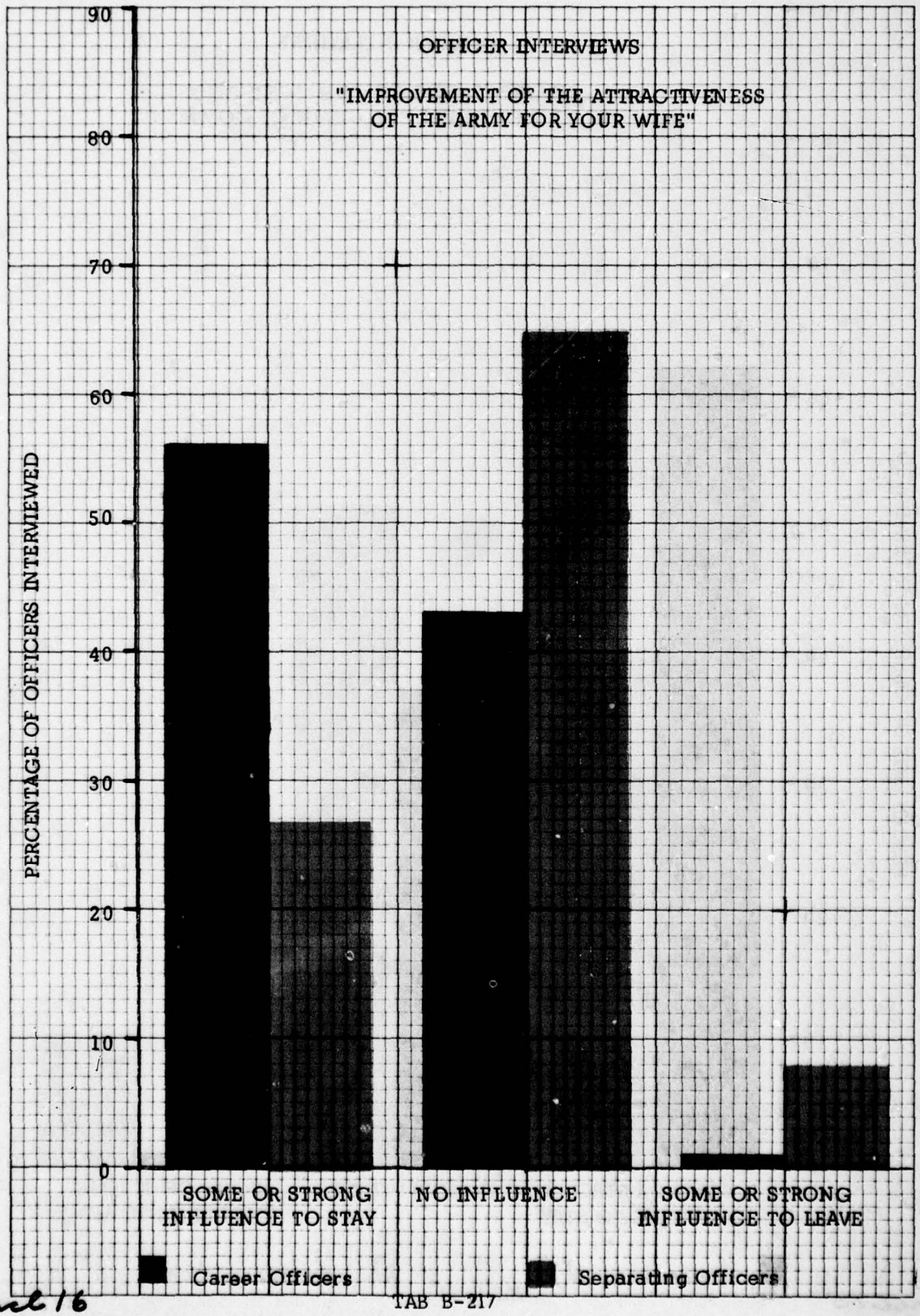
Incl 13


OFFICERS INTERVIEWS
"IMPROVEMENT OF THE SHUTTLE BUS SERVICE"
89%
PERCENTAGE OF OFFICERS INTERVIEWED
90
80
70
60
50
40
30
20
10
0
0%
SOME OR STRONG INFLUENCE TO STAY
NO INFLUENCE
SOME OR STRONG INFLUENCE TO LEAVE
Career Officers
Separating Officers

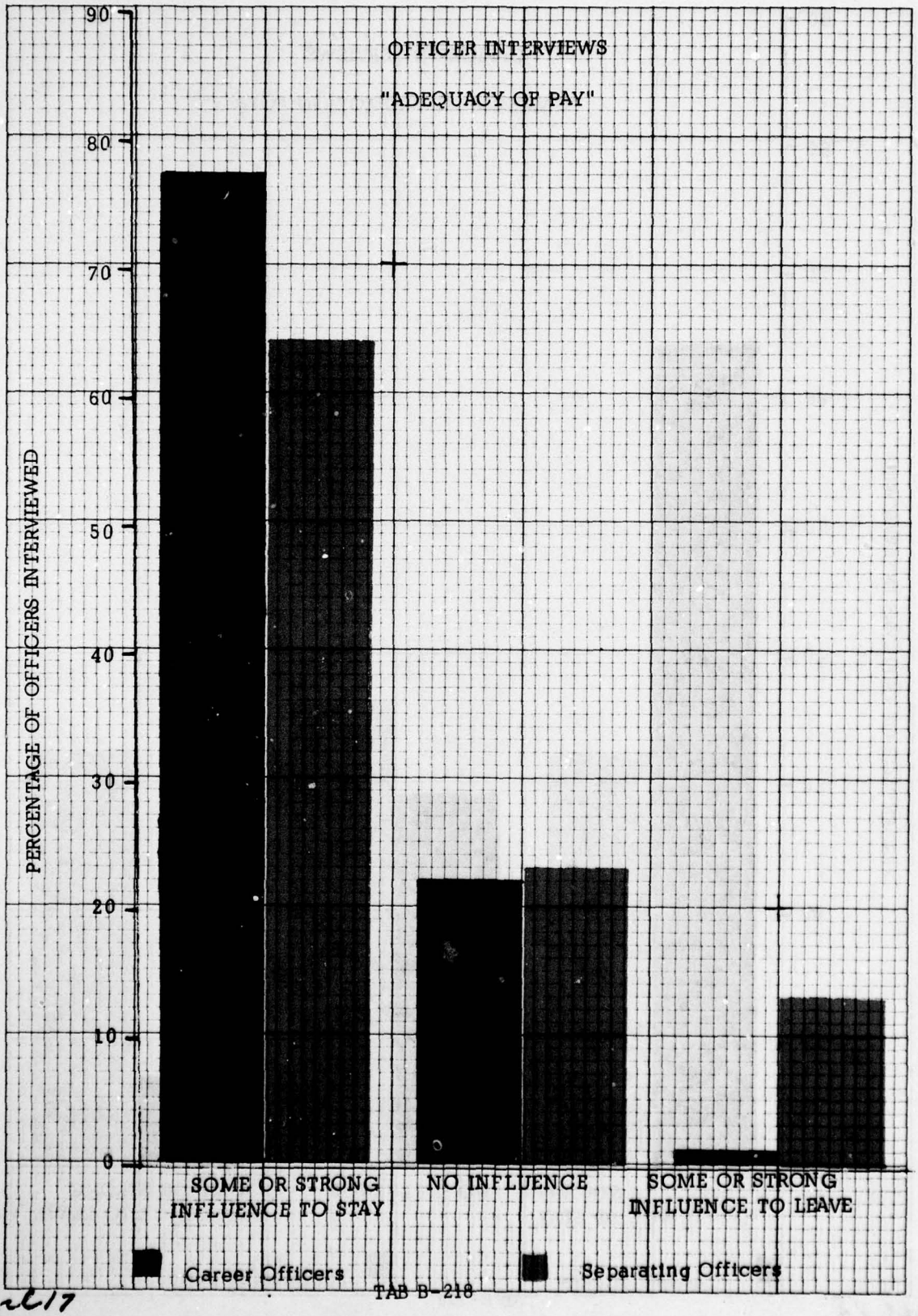
Incl 14


OFFICER INTERVIEWS
"IMPROVEMENT OF COMMUNICATIONS UP AND DOWN THE CHAIN OF COMMAND"
PERCENTAGE OF OFFICERS INTERVIEWED
90
80
70
60
50
40
30
20
10
0
SOME OR STRONG INFLUENCE TO STAY
NO INFLUENCE
SOME OR STRONG INFLUENCE TO LEAVE
Career Officers
Separating Officers

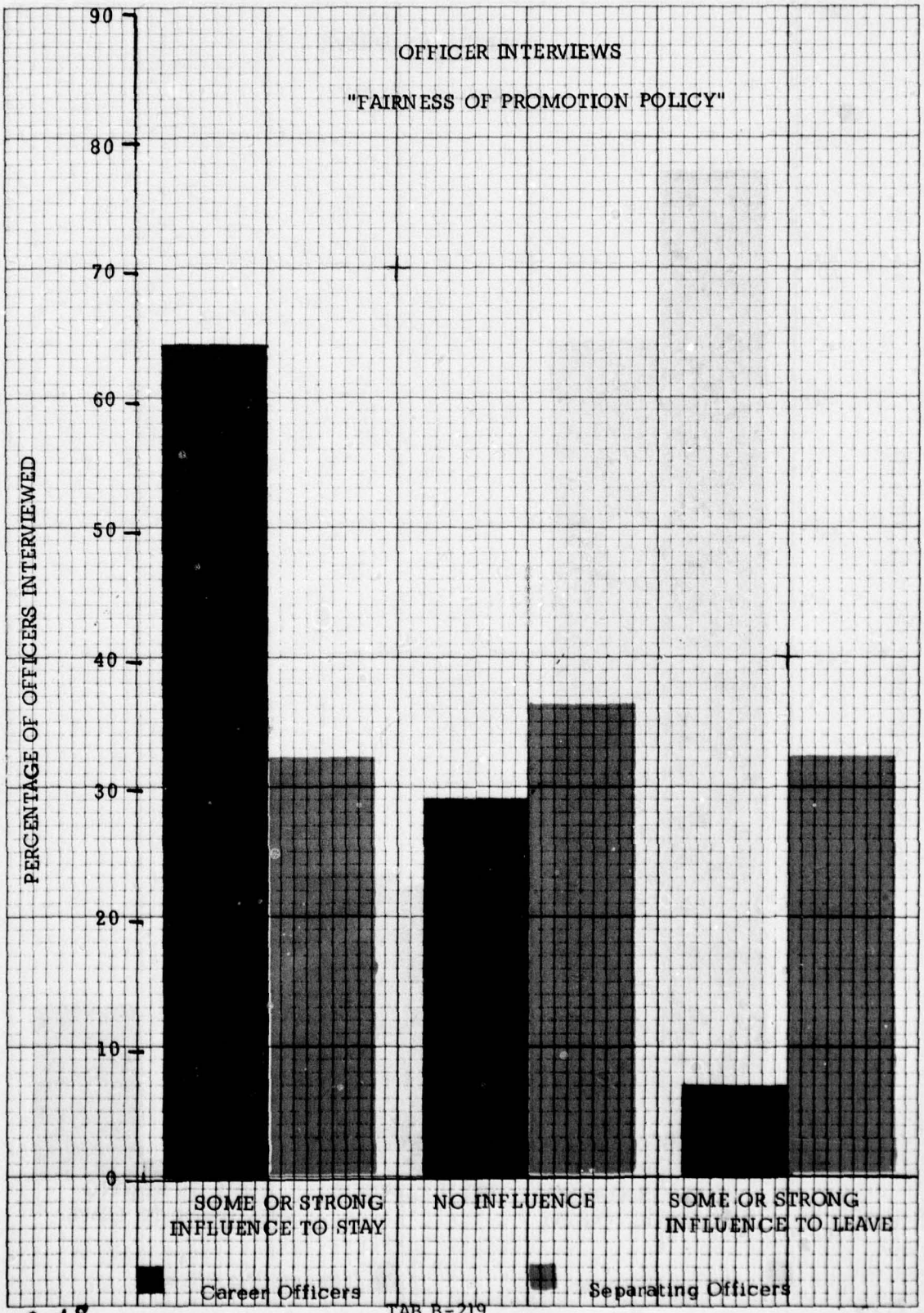
Incl 15


OFFICER INTERVIEWS
"IMPROVEMENT OF THE ATTRACTIVENESS OF THE ARMY FOR YOUR WIFE"
PERCENTAGE OF OFFICERS INTERVIEWED
90
80
70
60
50
40
30
20
10
0
SOME OR STRONG INFLUENCE TO STAY
NO INFLUENCE
SOME OR STRONG INFLUENCE TO LEAVE
Career Officers
Separating Officers

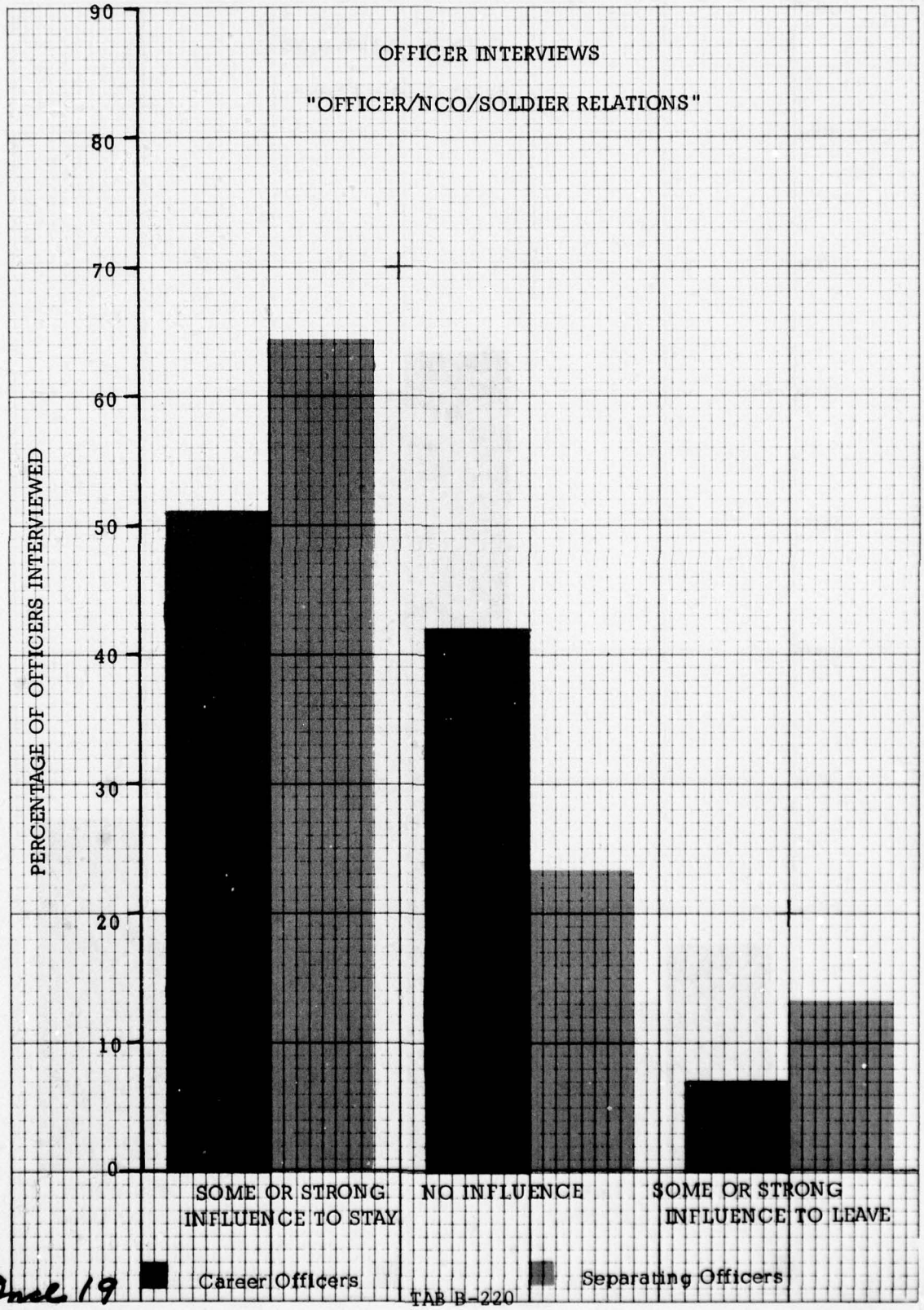
Incl 16


OFFICER INTERVIEWS
"ADEQUACY OF PAY"
PERCENTAGE OF OFFICERS INTERVIEWED
90
80
70
60
50
40
30
20
10
0
SOME OR STRONG INFLUENCE TO STAY
NO INFLUENCE
SOME OR STRONG INFLUENCE TO LEAVE
Career Officers
Separating Officers

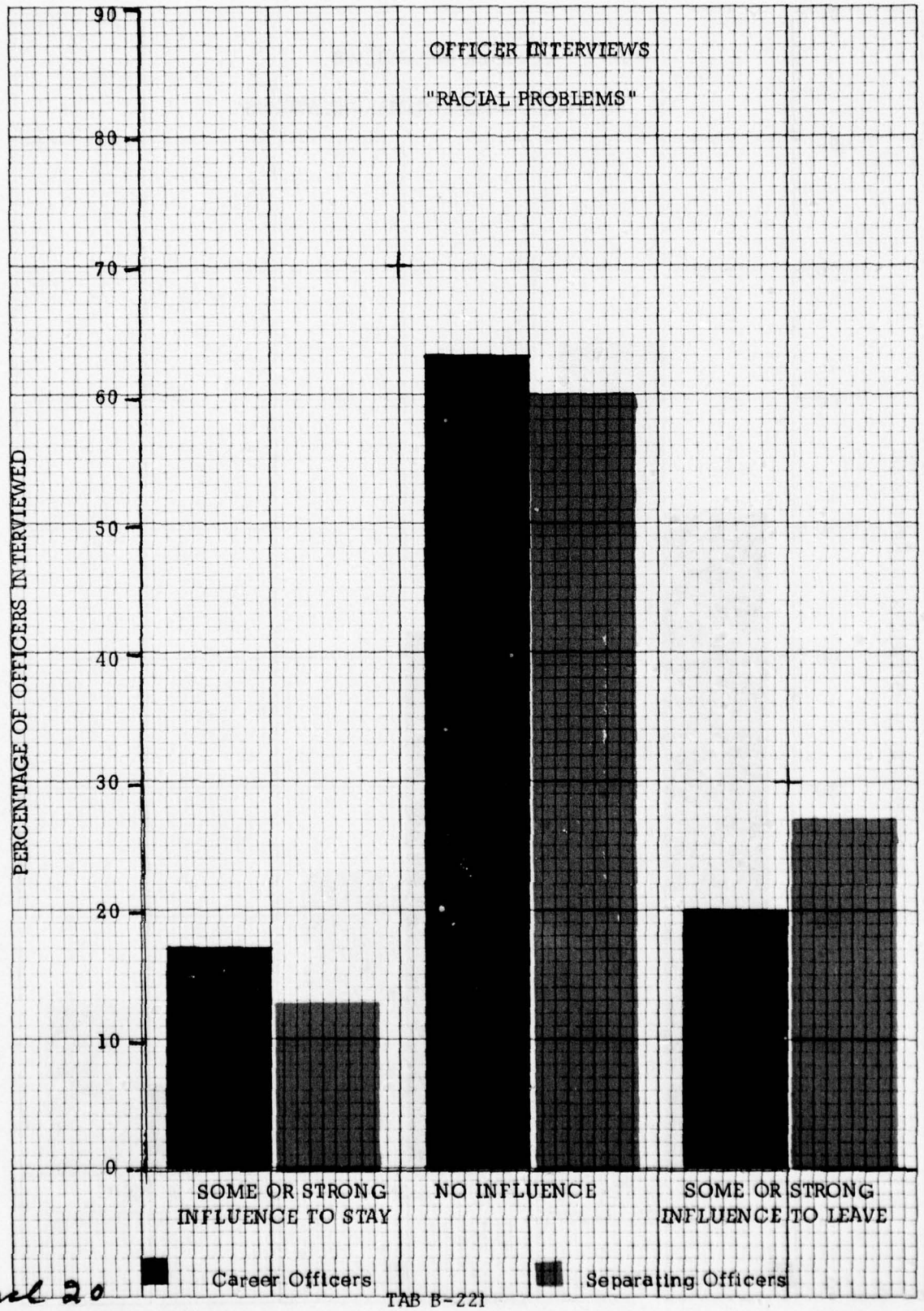
Incl 17


OFFICER INTERVIEWS
"FAIRNESS OF PROMOTION POLICY"
PERCENTAGE OF OFFICERS INTERVIEWED
90
80
70
60
50
40
30
20
10
0
SOME OR STRONG INFLUENCE TO STAY
NO INFLUENCE
SOME OR STRONG INFLUENCE TO LEAVE
Career Officers
Separating Officers

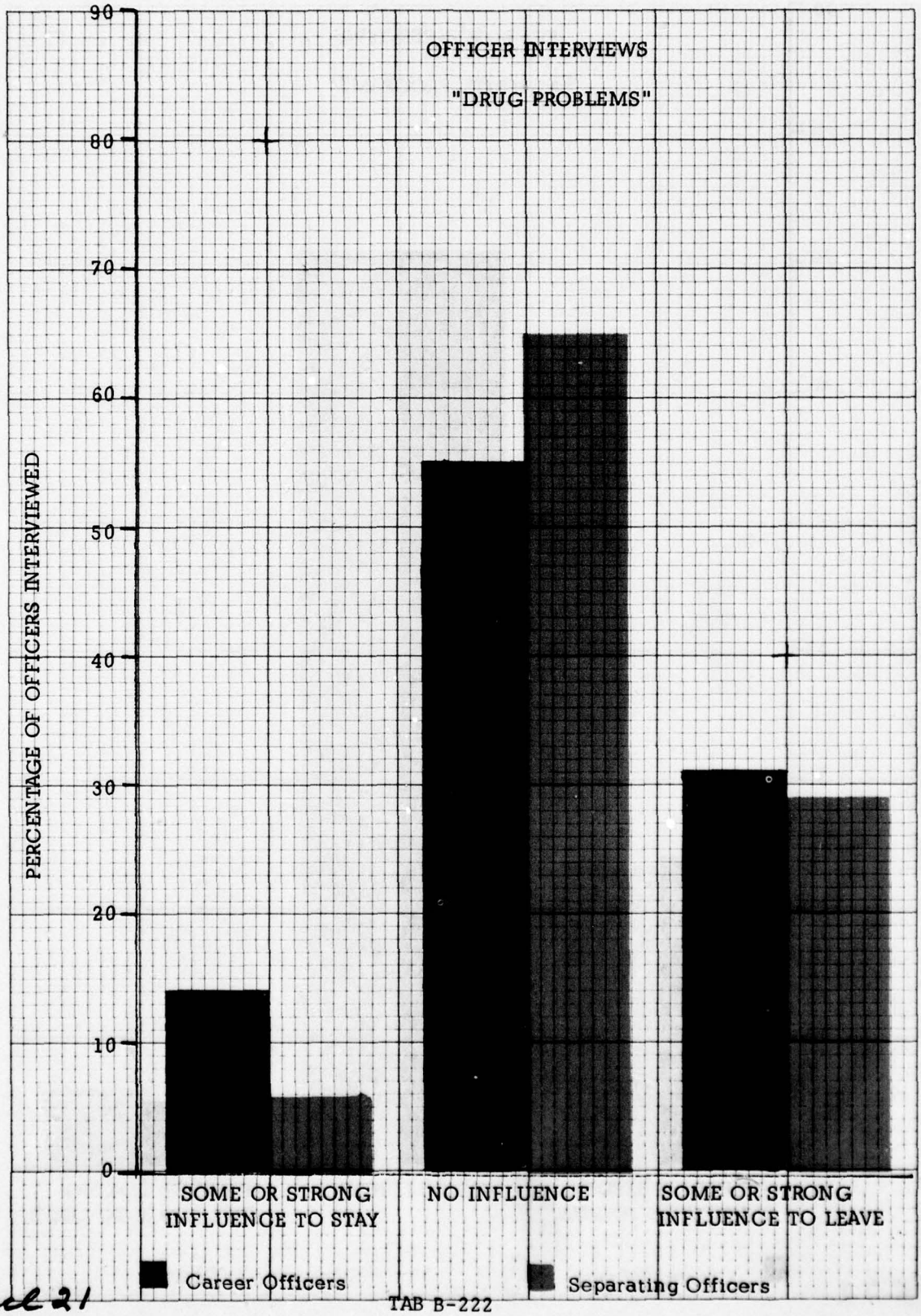
Incl 18


OFFICER INTERVIEWS
"OFFICER/NCO/SOLDIER RELATIONS"
PERCENTAGE OF OFFICERS INTERVIEWED
90
80
70
60
50
40
30
20
10
0
SOME OR STRONG INFLUENCE TO STAY
NO INFLUENCE
SOME OR STRONG INFLUENCE TO LEAVE
Career Officers
Separating Officers

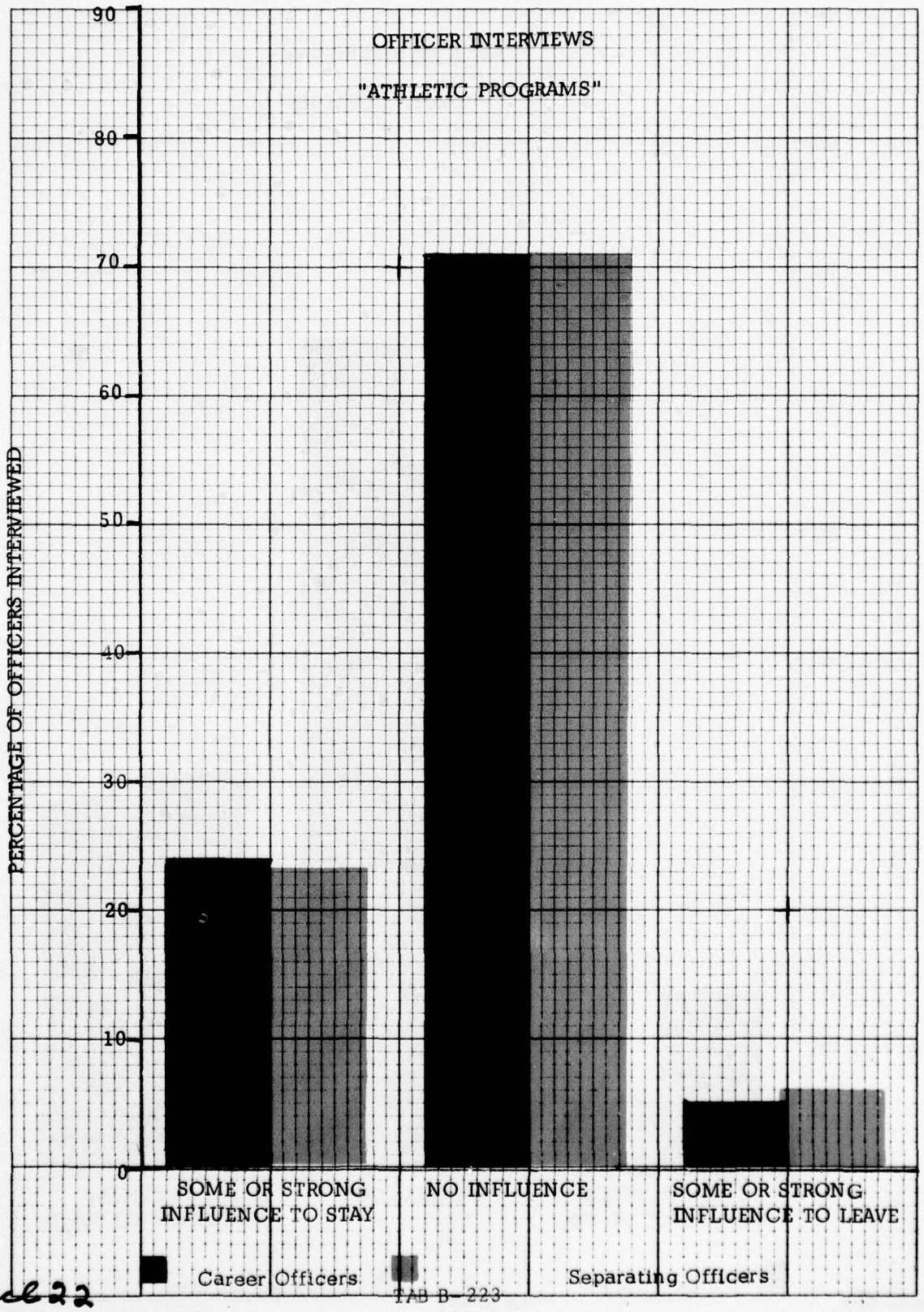
Incl 19


OFFICER INTERVIEWS
"RACIAL PROBLEMS"
PERCENTAGE OF OFFICERS INTERVIEWED
90
80
70
60
50
40
30
20
10
0
SOME OR STRONG INFLUENCE TO STAY
NO INFLUENCE
SOME OR STRONG INFLUENCE TO LEAVE
Career Officers
Separating Officers

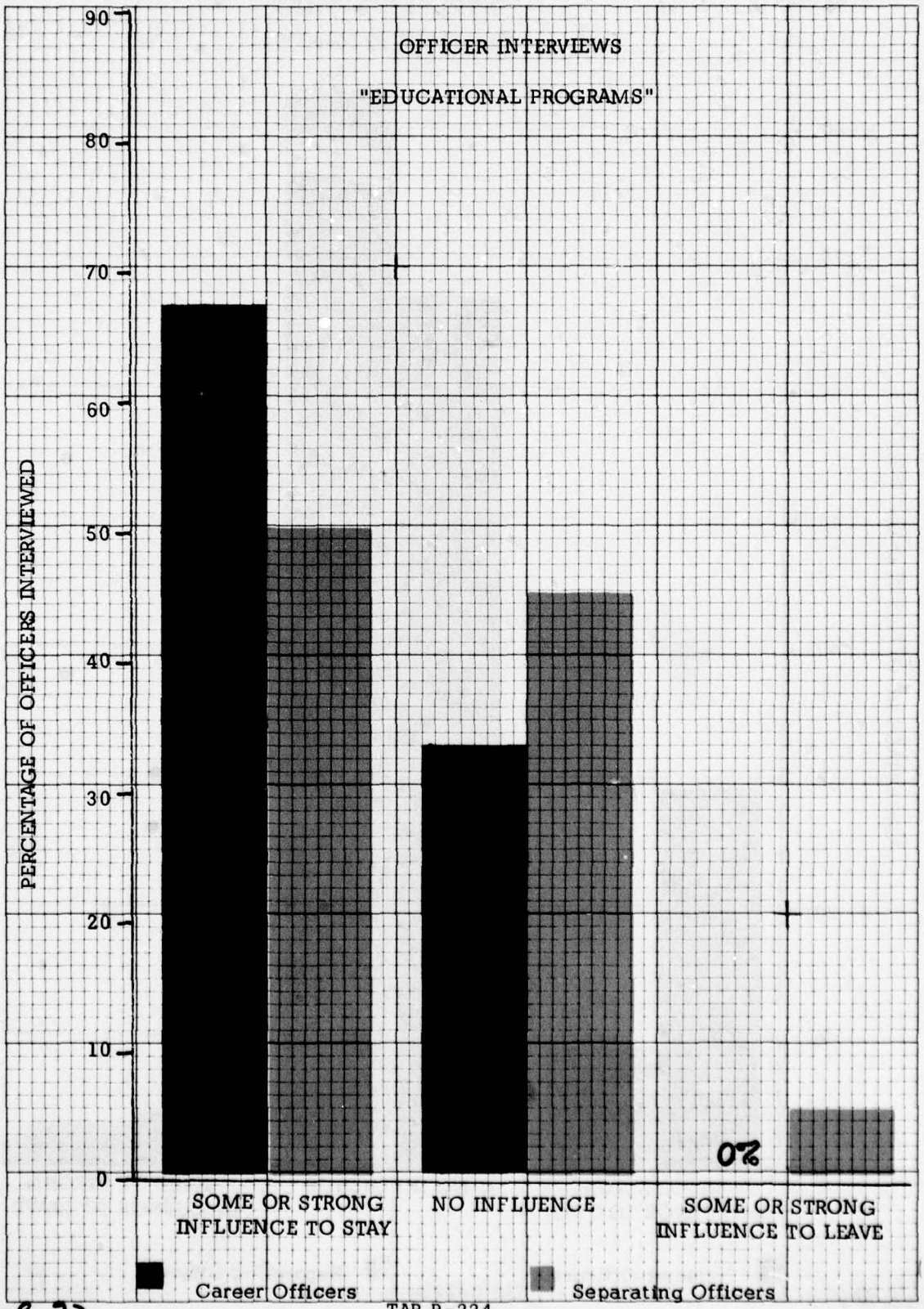
Incl 20


OFFICER INTERVIEWS
"DRUG PROBLEMS"
PERCENTAGE OF OFFICERS INTERVIEWED
90
80
70
60
50
40
30
20
10
0
SOME OR STRONG INFLUENCE TO STAY
NO INFLUENCE
SOME OR STRONG INFLUENCE TO LEAVE
Career Officers
Separating Officers

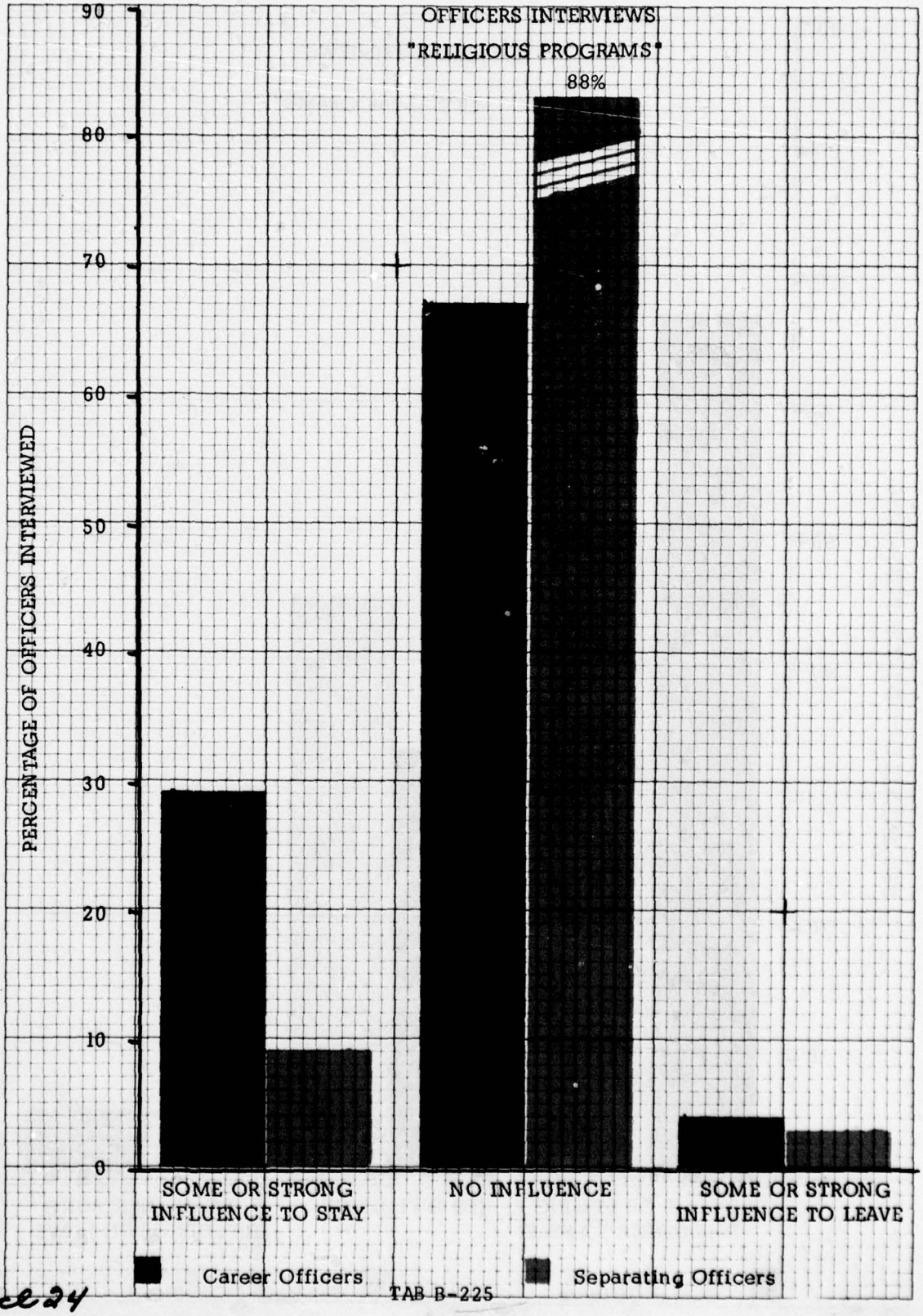
Incl 21


OFFICER INTERVIEWS
"ATHLETIC PROGRAMS"
PERCENTAGE OF OFFICERS INTERVIEWED
90
80
70
60
50
40
30
20
10
0
SOME OR STRONG INFLUENCE TO STAY
NO INFLUENCE
SOME OR STRONG INFLUENCE TO LEAVE
Career Officers
Separating Officers

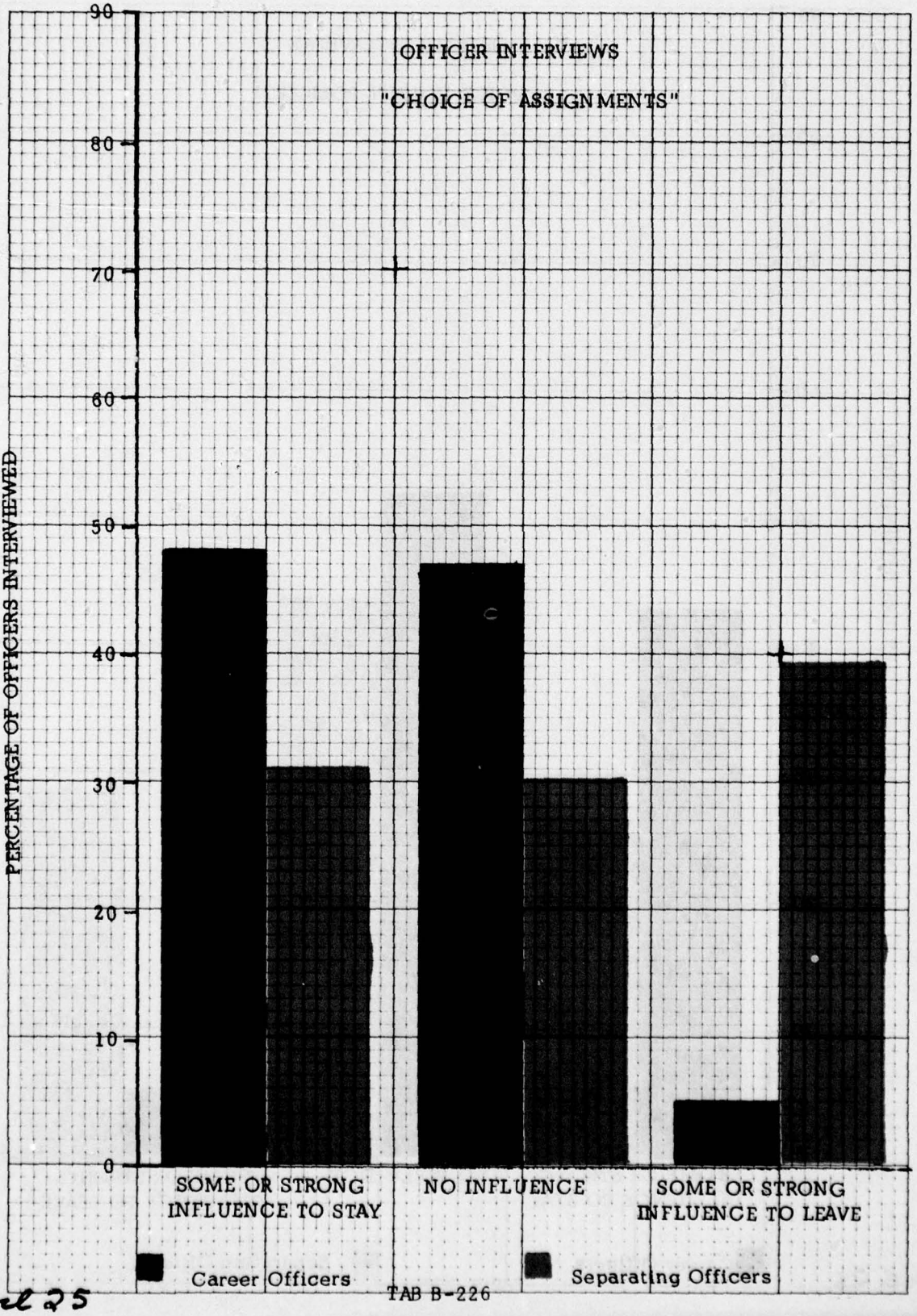
Incl 22


OFFICER INTERVIEWS
"EDUCATIONAL PROGRAMS"
PERCENTAGE OF OFFICERS INTERVIEWED
90
80
70
60
50
40
30
20
10
0
0%
SOME OR STRONG INFLUENCE TO STAY
NO INFLUENCE
SOME OR STRONG INFLUENCE TO LEAVE
Career Officers
Separating Officers

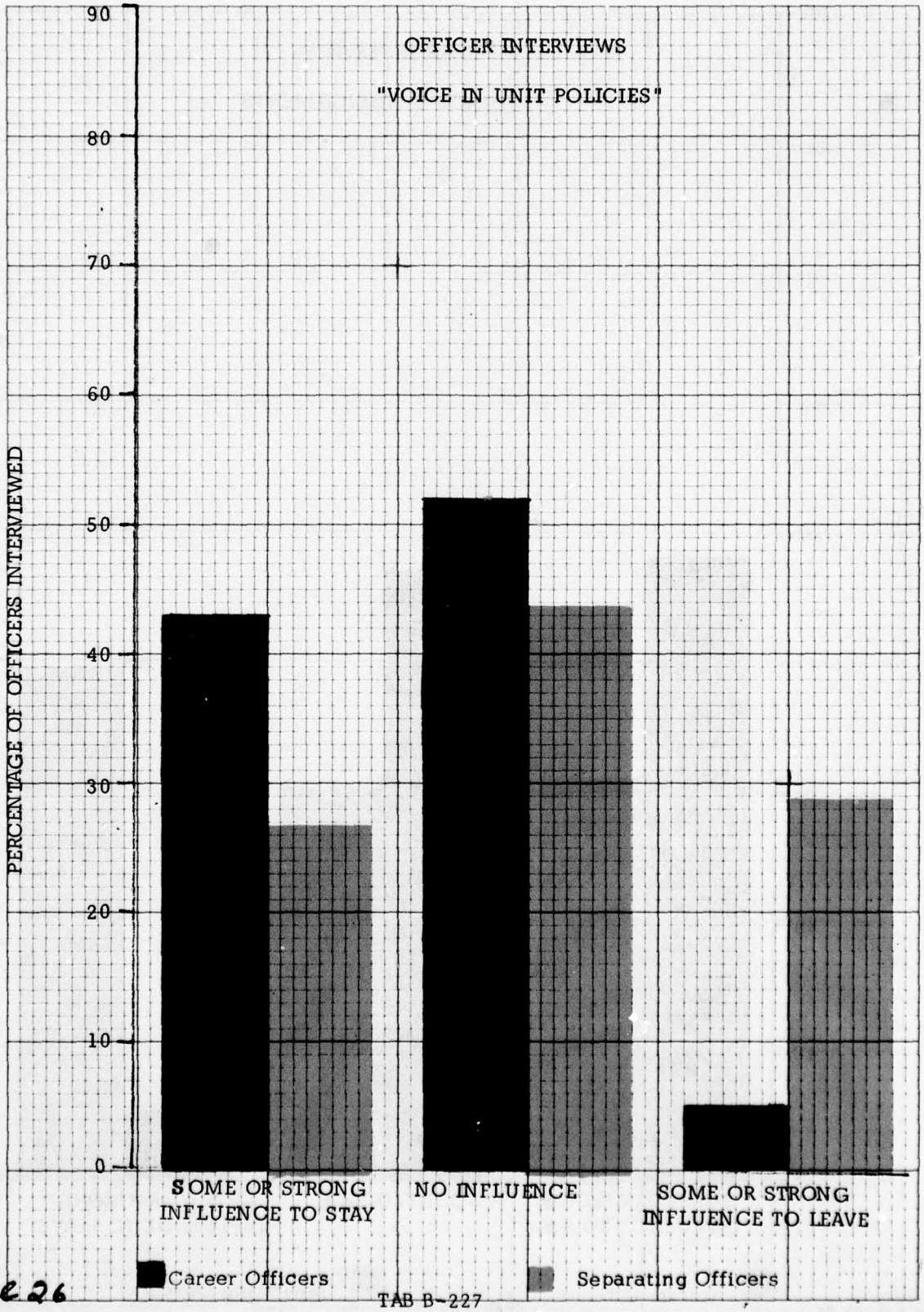
Incl 23


OFFICERS INTERVIEWS
"RELIGIOUS PROGRAMS"
88%
PERCENTAGE OF OFFICERS INTERVIEWED
90
80
70
60
50
40
30
20
10
0
SOME OR STRONG INFLUENCE TO STAY
NO INFLUENCE
SOME OR STRONG INFLUENCE TO LEAVE
Career Officers
Separating Officers

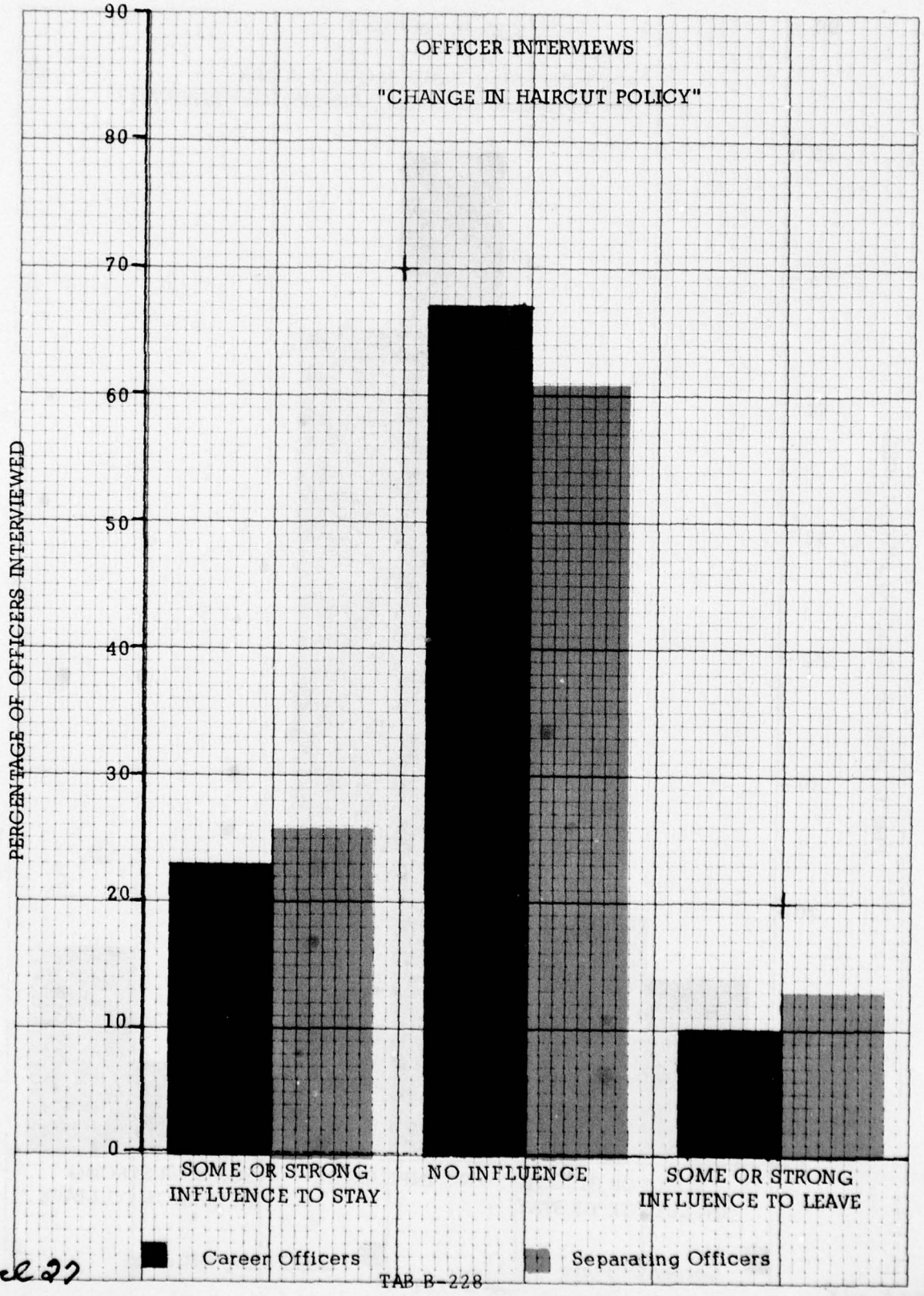
Incl 24


OFFICER INTERVIEWS
"CHOICE OF ASSIGNMENTS"
PERCENTAGE OF OFFICERS INTERVIEWED
90
80
70
60
50
40
30
20
10
0
SOME OR STRONG INFLUENCE TO STAY
NO INFLUENCE
SOME OR STRONG INFLUENCE TO LEAVE
Career Officers
Separating Officers

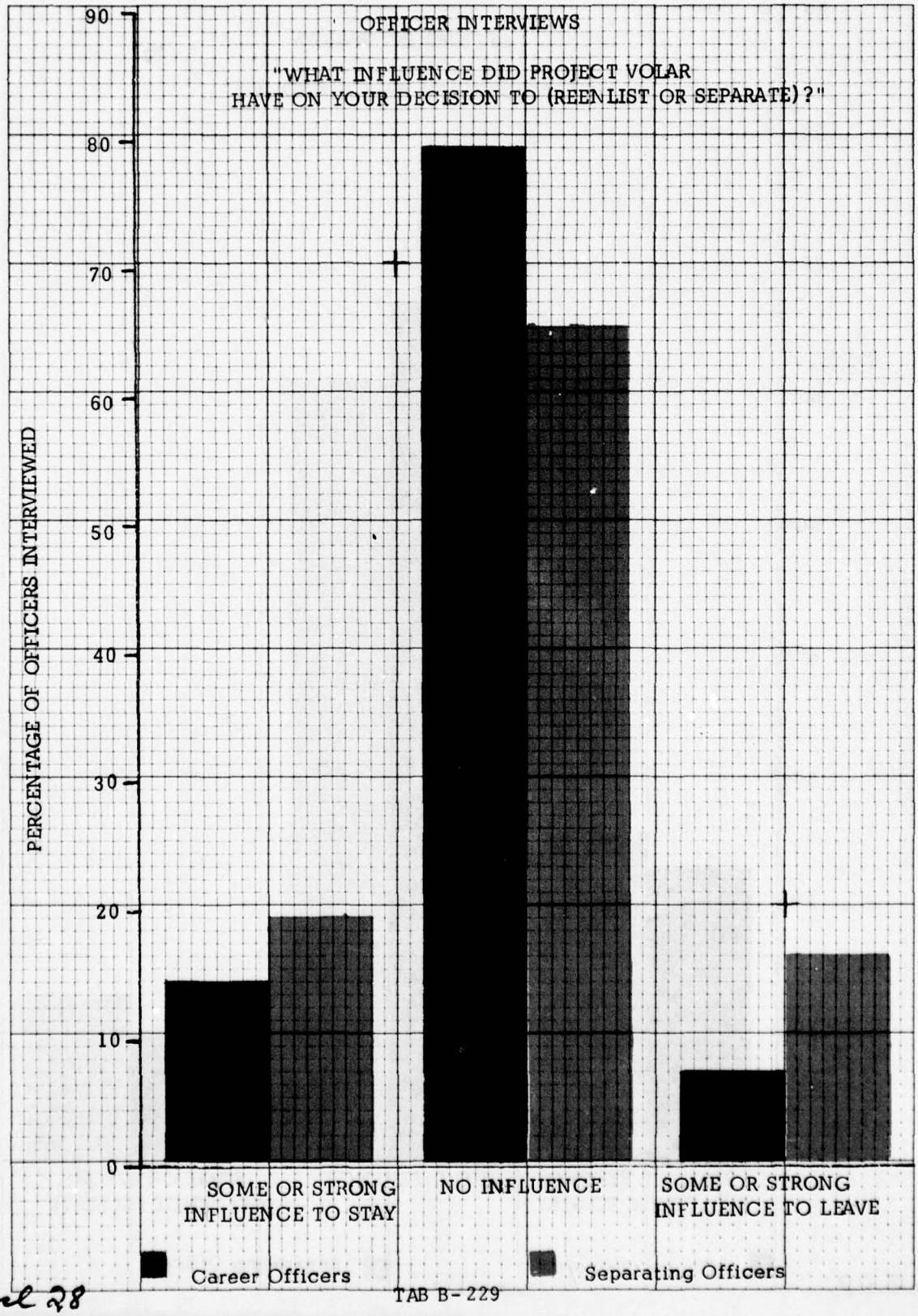
Incl 25


OFFICER INTERVIEWS
"VOICE IN UNIT POLICIES"
PERCENTAGE OF OFFICERS INTERVIEWED
90
80
70
60
50
40
30
20
10
0
SOME OR STRONG INFLUENCE TO STAY
NO INFLUENCE
SOME OR STRONG INFLUENCE TO LEAVE
Career Officers
Separating Officers

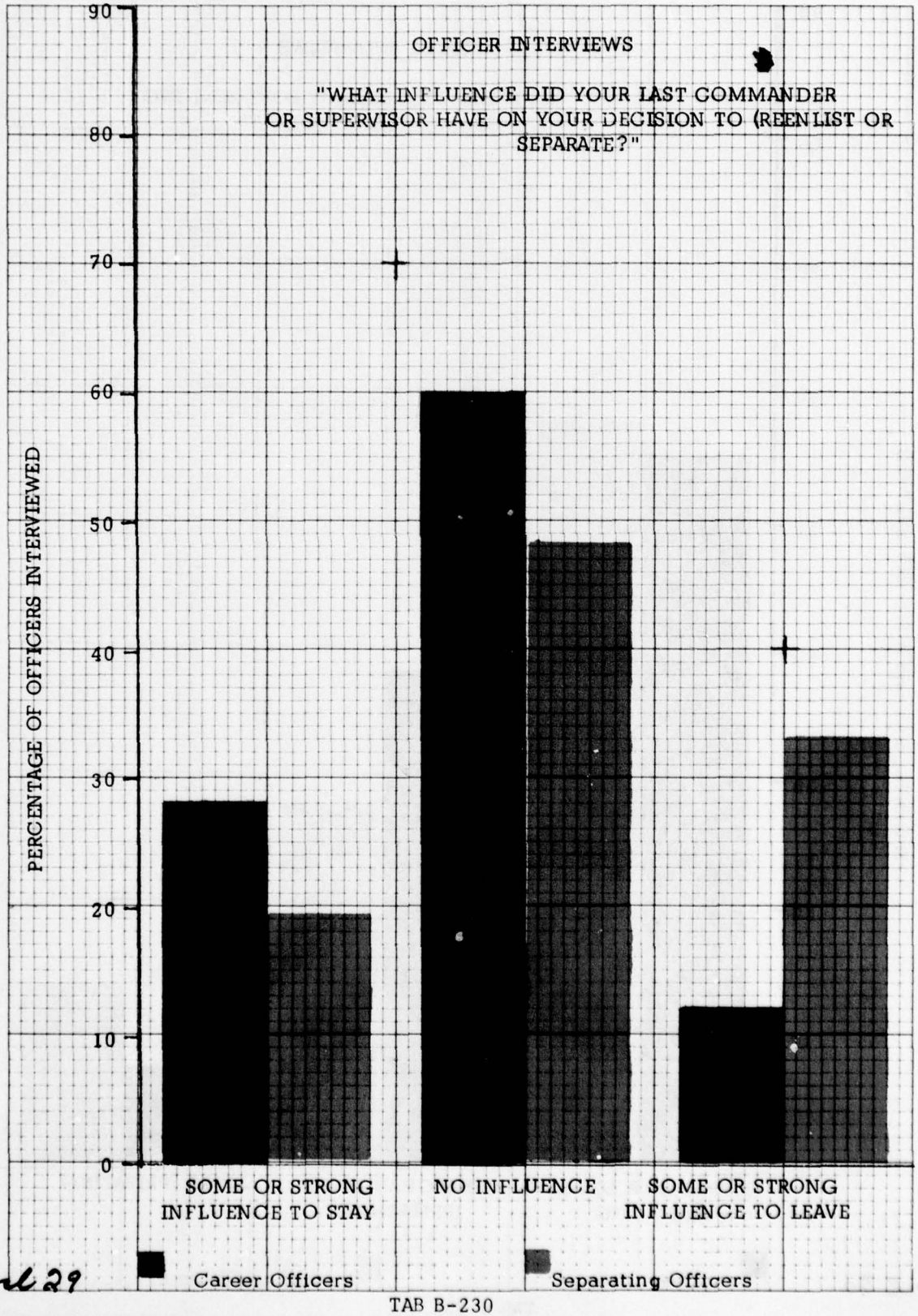
Incl 26


OFFICER INTERVIEWS
"CHANGE IN HAIRCUT POLICY"
PERCENTAGE OF OFFICERS INTERVIEWED
90
80
70
60
50
40
30
20
10
0
SOME OR STRONG INFLUENCE TO STAY
NO INFLUENCE
SOME OR STRONG INFLUENCE TO LEAVE
Career Officers
Separating Officers

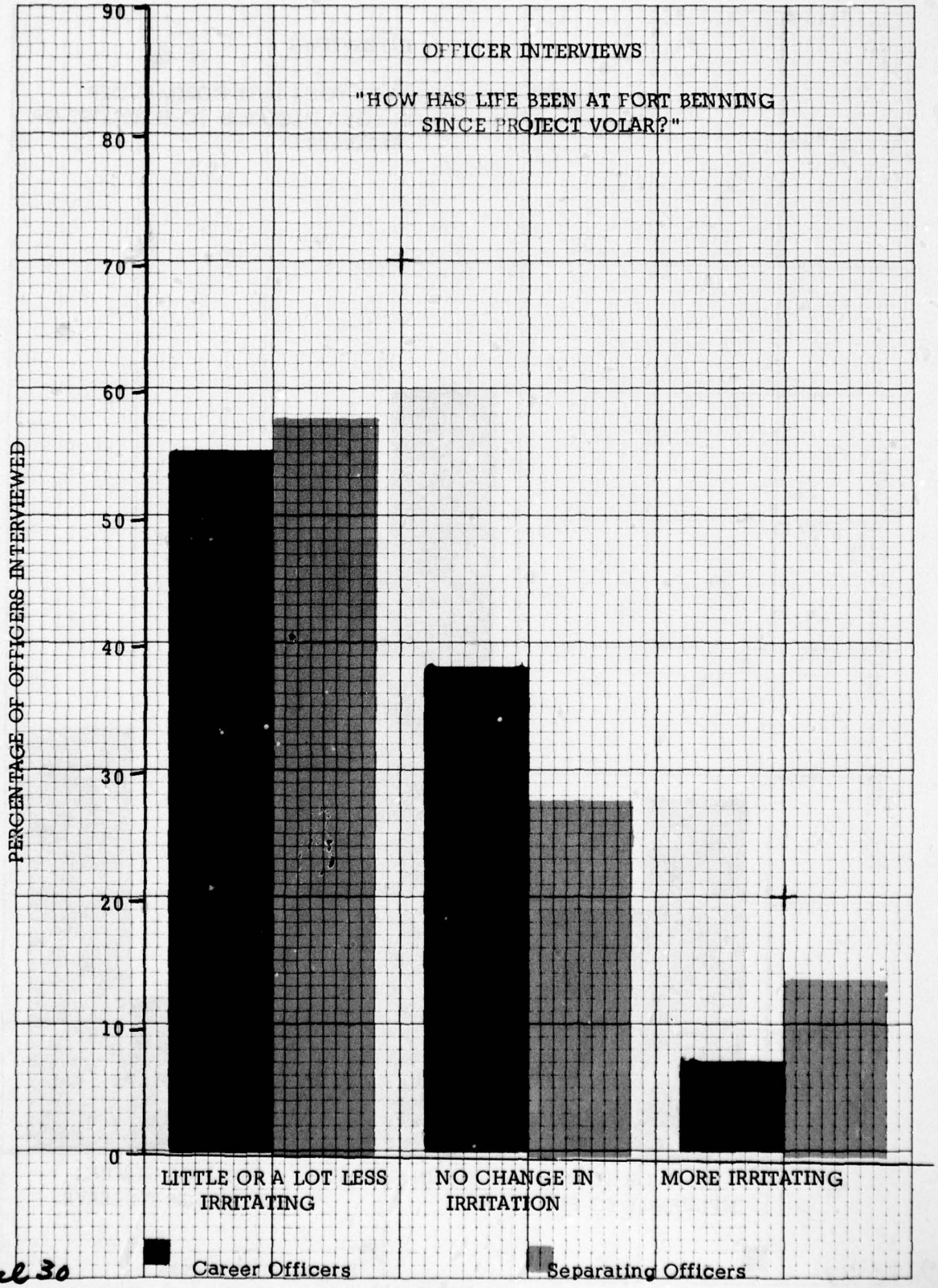
Incl 22


OFFICER INTERVIEWS
"WHAT INFLUENCE DID PROJECT VOLAR HAVE ON YOUR DECISION TO (REENLIST OR SEPARATE)?"
PERCENTAGE OF OFFICERS INTERVIEWED
90
80
70
60
50
40
30
20
10
0
SOME OR STRONG INFLUENCE TO STAY
NO INFLUENCE
SOME OR STRONG INFLUENCE TO LEAVE
Career Officers
Separating Officers

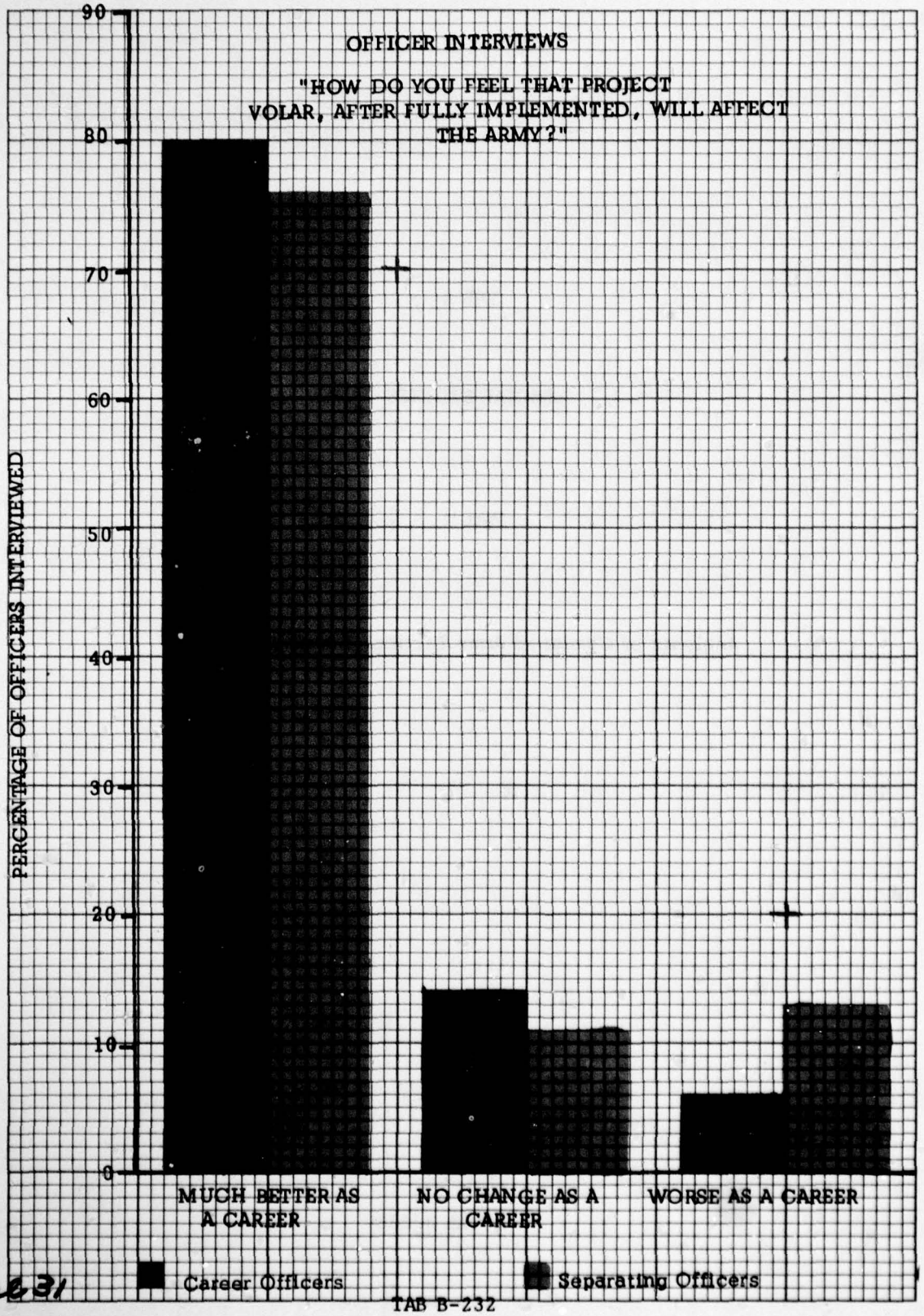
Incl 28


OFFICER INTERVIEWS
"WHAT INFLUENCE DID YOUR LAST COMMANDER OR SUPERVISOR HAVE ON YOUR DECISION TO (REENLIST OR SEPARATE?"
PERCENTAGE OF OFFICERS INTERVIEWED
90
80
70
60
50
40
30
20
10
0
SOME OR STRONG INFLUENCE TO STAY
NO INFLUENCE
SOME OR STRONG INFLUENCE TO LEAVE
Career Officers
Separating Officers

Incl 29


OFFICER INTERVIEWS
"HOW HAS LIFE BEEN AT FORT BENNING SINCE PROJECT VOLAR?"
PERCENTAGE OF OFFICERS INTERVIEWED
90
80
70
60
50
40
30
20
10
0
LITTLE OR A LOT LESS IRRITATING
NO CHANGE IN IRRITATION
MORE IRRITATING
Career Officers
Separating Officers

Incl 30


OFFICER INTERVIEWS
"HOW DO YOU FEEL THAT PROJECT VOLAR, AFTER FULLY IMPLEMENTED, WILL AFFECT THE ARMY?"
PERCENTAGE OF OFFICERS INTERVIEWED
90
80
70
60
50
40
30
20
10
0
MUCH BETTER AS A CAREER
NO CHANGE AS A CAREER
WORSE AS A CAREER
Career Officers
Separating Officers

Incl 31

TAB B

SPECIAL STUDIES

Part V

Analysis of Combined Arms Tactical Training Simulator

EVALUATION OF COMBINED ARMS

TRAINING SIMULATOR

UNDER VOLAR

A. DESCRIPTION OF THE TRAINING PROGRAM

1. The Training Challenge. The commanders and staff officers on the battlefields of tomorrow will have a greater variety of complex tools to manage, and less time in which to manage them, than any commanders on any battlefield, at any time since the beginning of warfare. During the past several decades technology has placed a large arsenal of sophisticated weapons systems at the disposal of the combat leader at every echelon of command. His ability to move rapidly about the battlefield has been significantly improved by new generations of ground combat vehicles and aircraft; his ability to communicate, gain information, and give orders far exceeds that which was ever before available. It is only logical to conclude that these arsenals will become more complex, means of transportation more rapid and communications more efficient in the future. Similarly, the knowledge and skill required to manage these new systems will increase. The amount of information available about friendly and enemy elements will bombard the command post at even greater rates as communication and information collection capabilities improve. Rate of movement, too, will continue to have its influence on reducing the time available for decision making. Sensing changes in the situation, evaluating the impact of those changes on the organization and mission, and responding with appropriate actions and orders will, as it always has been, be the responsibility of command. The challenge of commanding and controlling combat operations on these future battlefields will require commanders that know not only what to do in a broad variety of situations, but how to do it within the constraints of limited time. Any challenge to

the combat leader carries with it a challenge to those who prepare him for combat. For the instructor, the challenge of tomorrow's battlefield means developing more and better training programs. The logical candidate for exercising the student in the management of complex man-machine systems would be programs that stress realistic, hands-on training. All too often, however, the availability and cost of these elaborate systems preclude training using actual equipment and live exercises. Therefore, it becomes the task of the instructor to find a means of bridging the gap between the conventional means of presenting theory and doctrine in the classroom and the application of that theory on the job in actual combat. One means of bridging the gap is through the use of simulation as a training technique. The Aerial Employment Committee, Tactics Group, Brigade and Battalion Operations Department at the Infantry School has used this technique in conjunction with several other progressive methods for instructing future battalion commanders and staff officers in command and control procedures in the conduct of combat operations. The simulator designed to accomplish this teaching mission is the Combined Arms Tactical Training Simulator (CATTS). The system which is currently in use was developed under project VOLAR for the instruction of Infantry Officer Advanced Course students. It is designed to increase the effectiveness and realism of training by reducing that which the student must imagine to an absolute minimum.

2. CATTS Stage I (Pre-VOLAR). Prior to the development of CATTS under VOLAR, the Infantry School used simulation training techniques to meet an immediate need for training brigade and battalion commanders attending the Special Vietnam Orientation Course. A special six-hour class was designed which permitted the prospective commanders to exercise their skills by responding to the demands of an airmobile operation conducted in the Michelin Rubber Plantation in III Corps Tactical Zone in Vietnam. The student was provided a bank of three FM radios to simulate an AN/ASC15 console and access to all those communications channels which he would have in an actual operation. The tactical situation was developed to a decision point by recorded radio transmissions, film strips, slides and vu-graph transparencies. All readily available training aids were used to reduce the student's requirement to imagine the situation that was developing on the battlefield. When a decision or reply was required by the commander, he transmitted his message over the appropriate radio and his response was incorporated into the continuation of the problem.

This was accomplished by monitoring all nets with experienced instructors who played the roles of subordinate, superior and adjacent commanders and staffs. The first stage was continually improved and the number of student stations expanded so that the class could be offered in the Advanced Course program of instruction.

3. The Long Range Plan; An Overview. Along with the development of the Stage I class, an investigation was begun to determine more effective ways of using simulation as a training vehicle. The research was divided into three stages. The first stage was to further develop the existing class and evaluate its effectiveness in comparison with other candidate methods of instruction. The second stage was to incorporate a terrain model into the visual aids and expand the number of students to accommodate an entire command and control team. The third stage in the program was the development of a computer-supported simulator consisting of more sophisticated audio-visual system, and a program of mathematical models designed to portray more realistic results of tactical decisions than ever before possible.

4. CATTS Stage II (Developed under VOLAR).

a. A prototype of the Stage II simulator was developed, tested, and found to be very effective as a training device. The results of the test indicated that it was more effective than the Stage I class and provided a logical step in the sequence of instruction between the first and third stage products. This prototype was exceptionally austere. It consisted of an old terrain model of the Fort Benning reservation, a PT platform, an AN/ASC15 communication console and several AN/PRC25 radios. The radio console and student team were situated on the "aerial platform" provided by the PT platform. The terrain model afforded the students with some appreciation of topography, ground cover and spacial relationships within the area of operation. Beneath the platform, assistant instructors created the tactical situation through radio communications using their AN/PRC25 radios. Even with this crude device, the training was so effective that students requested to come in during off-duty hours to exercise their techniques in command and control. In addition to its training effectiveness, the Stage II concept offered a valuable, inexpensive research tool for the development of training techniques and literature that would be necessary

for the development of the sophisticated device envisioned for Stage III. Therefore, a complete facility was developed to house four simulators and a premission briefing center.

b. In this stage, a command and control team is trained, which consists of the battalion commander, operations officer, fire support coordinator and air mission commander. These particular individuals were somewhat arbitrarily selected because their jobs reflect functions of critical importance to command and control, i.e., maneuver, fire support, management of aviation assets and their airspace, etc. These students are situated in the environment of an airborne command post represented by a utility helicopter mockup. The mockup is located on a platform elevating it above the simulated battlefield. Within the command post is a mockup of the AN/ASC15 communications console which allows the students to communicate with those stations which he would normally have available to him. The battlefield is represented by a terrain model of the area of operations. Two assistant instructor controllers located beneath the platform respond to the radio communications and operate a light console which activates steady and flashing lights on the terrain model. These lights simulate the impacting of friendly and enemy fires and other activities on the battlefield. The location of ground combat vehicles and equipment is accomplished by placing scale models of the actual equipment of the terrain model. Friendly and enemy aircraft are portrayed by miniature models suspended from thin wires above the terrain. These models are moved about the board by the instructor in accordance with their approximate relative positions during the tactical scenario. All of these techniques are used to assist the student in visualizing the maneuver of his ground forces and the management of his airspace. At the same time, only that information which would be available in an actual situation is provided. For example, the location of friendly forces may be portrayed by the use of colored smoke (represented by dyed cotton balls) or marking panels, but only if requested by the battalion commander. (Photo of Simulator is at Incl #1).

c. The terrain model is surrounded by backdrop curtains that have been especially painted to depict the surrounding terrain and horizon in order to minimize peripheral distractions. As a further reminder to the students that they are airborne, the constant drone of rotor noise is piped into speakers within each aircraft by a tape recorder.

d. Four of these simulators have been constructed in Classroom 34, Infantry Hall, each with different types of terrain. The terrain models represent mountain, jungle, desert and open-rolling terrain, and each was developed from an actual 1:50,000 scale military map (see maps and photographs at Incl #2). The entire facility was developed using resourses available at Fort Benning and at a cost of approximately $30,000. The terrain models, backdrop curtains, equipment models, lights and console, along with the premission briefing center facility were developed by Third U. S. Army Training Aids. The audio-visual support for the briefing center and the simulator was developed by Sound Branch in conjunction with the Television Division of the Infantry School. The mockup of the AN/ASC15, which used a closed wire net and cost one-tenth of the actual equipment, was developed jointly by the 609th Transportation Company and Training Aids. Classroom modifications were accomplished by Post Engineers. The training materials were developed by the Aerial Employment Committee with the assistance of the Advanced Course students.

e. The three-hour training experience is designed to allow the students to evaluate information about a tactical situation, formulate a plan, and then execute that plan as they would in an actual combat operation. The constraints which face the student commander in the accomplishment of his mission are the same that he would face in combat, i.e., the enemy, terrain and weather, etc., and there is no attempt to channel the student into following a "fixed scenario". "Free play" in the tactical war game is achieved by using the scenario as a guide and principal and assistant instructor/controllers who are thoroughly familiar with the terrain and enemy within the particular area of operations. The controllers' knowledge of both friendly and enemy tactical doctrine allow them to develop realistic responses to student decisions and, at the same time, accentuate the training objectives developed for each tactical scenario. The principal instructor/controller in each simulator is an Aerial Employment Committee instructor who is responsible for the overseeing and directing the conduct of the war game. The bulk of the communications traffic is handled, however, by two assistant instructor/controllers located beneath the helicopter mockup. These individuals are classmates of the students receiving the instruction, who have received special training in an electives course on the Combined Arms Tactical Training Simulator. During the course, the students combine their own experience with a concentrated program of

research to produce tactical scenarios, operations orders and briefing materials appropriate to the area of operations, enemy threat, and type of operation designated for their course assignment. These student scenarios, along with their support materials, are then reviewed by the faculty, modified where appropriate and returned to the students who rehearse them for presentation to their class. This method of using peer group instructors has several advantages. For example, it assists in reducing the instructor-student ratio to an acceptable level; it allows the faculty to draw directly from the professional experience of the student body at the same time it provides those students participating in the elective program with additional knowledge and training in the very important job of command and control. During the actual training, the presence of peer group instructors adds its own special social pressures to those imposed by the tactical scenario.

f. Another valuable source of "peer group pressure" is provided by the student monitor team which observes the tactical play of the problem on the terrain model and monitors the radio communications of the participating players in the aircraft. During the exercise, the students on the monitor stand may be required to furnish replacements for their counterparts as active participants in the command and control ship. The monitoring and participating teams provide each other with a valuable source of critique on tactics and command and control techniques.

g. Both of the four-man teams trained concurrently on each simulator are given the same premission briefing prior to entering the simulator. The premission briefing center uses prerecorded tapes electronically synchronized to a slide projector to present a briefing in the operation of the simulator and the general and special situation for their particular problem. The situation briefing includes an analysis of the area of operation, including weather and terrain and the nature of the enemy threat. The students are then briefed on their specific mission and provided with a tactical map, overlays, aerial photographs, operations order and SOI. Afterwards, they are allowed time to confer with the students in their team in order to develop their plan for the execution of the operation. Additional media, such as color television, are planned for use in the premission briefing center in order to provide the instructor with greater flexibility in presenting these materials. (Photograph of premission briefing center is at Inclosure #3).

h. The use of simulation training, peer group instruction, and multi-media presentation has had an important impact on the role of the instructor and his function in the classroom. The preparation of slide-tape and television programs has expanded his function as a course designer and reduced his function as a course presenter, i.e., as an instructor on the platform. His role in supervising these media and the peer group instructors that support the training has expanded his function as a classroom manager. At the same time, it has released him from the burden of "live appearances" before the entire class and allowed him to work as a seminar director with small groups, concentrating on individual student problems. This allows the instructors to tailor the learning experience to the needs of the individual student.

5. CATTS, Stage III.

a. The concept for Stage III is designed to further increase realism by providing computer support to increase the correlation between the simulation experience and the real world. Mathematical models designed to predict the relationship between variables relative to combat operations will be used for the purpose of providing more realistic responses to student decisions. These responses will be portrayed in the audio and visual display systems which create the student's battlefield environment.

b. The concept for the Stage III simulator in the form of a training device requirement (TDR) was forwarded through the Commanding General, Continental Army Command, to Department of the Army for consideration. The TDR was approved by Department of the Army in November 1971. In the meantime, the Aerial Employment Committee continues to train Infantry Officer Advanced Course students on the Stage II simulator, the most advanced training system currently available for the preparation of commanders and staff officers for the actual job of commanding and controlling operations on the battlefield.

6. Utilization of CATTS, Stage II (VOLAR). The Stage II training system has been used to train students in the Infantry Officer Advanced Course, the Special Vietnam Orientation Course, United States Army Reserve, National

Guard and foreign armies. Thus far, the device has been used not only to train these officers in command and control of tactical operations, but to provide them with an example of how these new training techniques might be applied to meeting training challenges within the units and schools to which they are and will be assigned. Although the primary purpose for which the training system was developed was to increase the professional competence of the IOAC student, the broad base of exposure that this system has had to other components warrants a review of the utilization.

a. During the period 1 September 1971 - 1 July 1972, there were a total of 1,859 officers trained on CATTS, requiring the CATTS facility to be in use for 609 hours to accomplish 10,735 manhours of training.

b. During FY 73 an estimated 2,300 students will be scheduled for training on CATTS for an estimated total of 14,000 manhours of training.

B. DESIGN OF THE RESEARCH

The purpose of this section is to outline the research plan designed to evaluate the Combined Arms Tactical Training Simulator developed under project VOLAR. An attitudinal survey was administered to fifteen students from IOAC 4-70 who received training on CATTS Stage I (pre-VOLAR) and 129 students from IOAC 1-72 CATTS, who received training on Stage II (VOLAR). The survey was divided into three parts. Sections I and II were designed to compare the VOLAR and pre-VOLAR training systems. The same survey was administered to both classes upon completion of training. Section III was designed to compare CATTS (VOLAR) with other methods of instruction and supporting strategies used at the Infantry School and to determine the relationship between that system and the VOLAR objectives. This section was administered only to IOAC 1-72. (The complete Questionnaire is at Incl #4).

1. Comparison of Training Effectiveness. Section I of the survey was designed to determine whether the quality of instruction at the Infantry School has been improved by the CATTS (VOLAR) system. Improvement in instruction was determined by how effective the two training systems were in achieving their training objectives. The students were asked to indicate the degree of effectiveness that they felt was reached for each of the training objectives presented in the instruction. It will be assumed for the purpose of this study that there was no significant difference between the two groups prior to the training experience. The data from the two groups will be compared to determine whether there exists a significant difference between the responses of students trained on the pre-VOLAR and VOLAR systems.

2. Comparison of Increase in Confidence. The effectiveness of the Infantry School as an educational institution may be measured not only by the effectiveness reached for training objectives, but in the confidence the student has in his ability to perform the functions for which he was trained. Section II of the questionnaire was designed to ascertain the degree to which confidence was increased as a result of training on the pre-VOLAR and VOLAR systems. The data from these two groups will be compared to determine whether there is a significant difference in increase in confidence after training on the two systems. Again, it will be assumed that there is no significant difference between groups prior to the training experience. Since an individual's confidence in his ability to perform a task is undoubtedly related to how much time he has to practice performing that task, it is important to recognize that the students were trained for six

hours on CATTS (pre-VOLAR) and only three hours on the CATTS (VOLAR) system. This difference in time, however, will not be considered in the statistical computations.

3. Comparison with other Methods of Instruction and Supporting Strategies. The previous sections were designed to compare two training systems designed to accomplish the same training objectives. This section will be devoted to comparing CATTS (VOLAR) system with other methods of instruction and supporting strategies used at the Infantry School. Section III was administered only to IOAC 1-72. In Part A of Section III, the students were asked to rank various methods of instruction according to: 1) their effectiveness; 2) interest; and, 3) potential for personal involvement. The methods of instruction were lecture, conference, simulation (CATTS), demonstration, map exercise and command post exercise. In Part B, Section III, the students were asked to rank the supporting strategies according to: 1) their effectiveness; 2) interest; and, 3) potential for personal involvement. The supporting strategies were simulation (CATTS) seminar, programmed instruction, educational television, computer assisted instruction, EDEX and case study. The students were provided a definition of each of the supporting strategies prior to completing this section. The data from these sections will be examined to determine: 1) which method of instruction and supporting strategy is most effective, interesting and offers the greatest potential for personal involvement; and, 2) the level of agreement among students on these rankings.

4. Relationship Between Catts and VOLAR objectives. The objective of this section was to determine whether CATTS instruction increased professional competence and to examine the relationship between professional competence and attitudes toward the Army and career intentions. Effective training programs have the potential of increasing the individual's ability to consistently perform tasks required on the job, i.e., his professional competence. If CATTS training is effective, it will increase the student's professional competence, thereby accomplishing one of the VOLAR objectives. It will not be contended that one three-hour exposure to a training program will have a dramatic impact on an individual's overall attitudes toward the Army and career intentions. There may be, however, a relationship between professional competence, the attitude an individual has toward the organization

for which he works and an individual's decision to elect to remain with that organization.

a. In Part C, Section III, the students were asked to indicate their level of agreement with the following relationships:

(1) The more effective the training, the greater the professional competence.

(2) The greater an indivdual's professional competence, (i.e., the ability to consistently satisfy the requirements of the job and the organization for which he works), the more positive the attitude toward the organization for which he works.

(3) The more positive the individual's attitude toward the organization for which he works, the more he will tend to elect to remain with that organization.

b. The students were also asked to indicate whether:

(1) The training they received on CATTS increased their professional competence.

(2) Professional competence in performing a job increases when training is realistic and relevant to the requirements of the job.

(3) The type of training presented in CATTS should be expanded within the IOAC program of instruction.

C. RESULTS OF THE RESEARCH

The purpose of this section is to present the results of the evaluation of the Combined Arms Tactical Training Simulator.

1. Comparison of Effectiveness. Section I of the survey asked students to indicate the degree of effectiveness that they felt was reached for each of the training objectives presented in CATTS instruction. Chi-square tests of significance were computed for investigation of any significant difference between the responses of IOAC 1-72 versus IOAC 4-70. The results of the analysis of the data from this section are presented in Table 1.

As can be seen from Table 1, the CATTS (VOLAR) instruction was viewed as significantly ($p < .05$) more effective in accomplishment of teaching objectives than was the pre-VOLAR for all objectives except Item 3: the ability to differentiate between the various nets when incoming audio traffic is received simultaneously on two or more nets.

2. Comparison of Increase in Confidence. Section II of the survey was designed to ascertain the degree to which confidence was increased as a result of CATTS instruction. Again, chi-square tests of significance were computed to investigate any significant differences between the distribution of responses of IOAC 1-72 versus IOAC 4-70. The results of this analysis and the distribution of responses are shown in Table 2. These results show that IOAC 1-72 had significantly ($p < .05$) greater increases in confidence than IOAC 4-70 in every area measured by the survey.

3. Comparison with Other Methods of Instruction and Supporting Strategies.

a. Comparison with Other Methods of Instruction. Section III of the survey was only administered to IOAC 1-72. In Part A of Section III students were asked to rank various means of instruction according to their perceived effectiveness, interest and amount of student involvement elicited. The mean and mode rank of each method on these measures is shown in Table 3.

Coefficients of concordance[1] were performed on these data to investigate the degree of "agreement" among the students in their rankings of these methods of instruction. An inspection of individual rankings revealed there was large agreement among the IOAC students that simulation is the most effective (89%), interesting (94%), and has the greatest potential for personal involvement (93%); Figure 1 displays the student ranking of simulation (CATTS) in terms of effectiveness, interest and involvement. As can be seen from Table 3, the coefficients of concordance were not exceedingly large. This reflects some disagreement on the ranking of the six methods of instruction.

b. Comparison with Supporting Strategies. Section III, Part B, was designed to measure which of seven supporting strategies used by the School were most effective, interesting, and possessed the greatest potential for personal involvement. Again, students were asked to rank each of the seven strategies. Coefficients of concordance were also calculated for these three rankings. The results of these analyses as well as the mean and mode rank of each of the strategies are shown in Table 4. As in Section III, Part A, simulation was rated as most effective (90%), interesting (95%), and as possessing the greatest potential for personal involvement (94%). Figure 2 displays the complete student ranking of simulation in terms of effectiveness, interest and involvement. The coefficients of concordance were somewhat small, indicating some disagreement among the students in the ranking of the seven strategies overall, but almost complete agreement that simulation (CATTS) was the best of the seven strategies.

4. Relationship Between CATTS and the VOLAR Objectives. Items in Section III, Part C, are of particular relevance to the VOLAR evaluation. The response distribution and mean response to each of these items is

---

[1] The range of scores for coefficients of concordance is from 0.0 to 1.0. A score of 0.0 indicates completely random ranking of the items, i.e., no pattern of agreement and a score of 1.0 shows complete agreement in the ranking of items.

shown in Table 5. These results clearly indicate that the IOAC students in Class 1-72 feel that CATTS training increased their professional competence and that simulation training should be expanded to other areas within the Infantry School in the IOAC Program of Instruction. Their responses also indicate agreement with the relationship between effective training, professional competence, attitude toward the organization, and electing to remain with the organization. The increase in training effectiveness achieved by CATTS does increase professional competence and this, in turn, impacts on attitude toward the Army and career intentions.

TABLE 1

Measures of CATTS Effectiveness

Response Scale: 1=Extremely Effective, 2=Fairly Effective, 3=Somewhat Effective, 4=Not Very Effective, 5=Not Effective At All.

Item Content	Group	Response	1	2	3	4	5	p
1. As a newly assigned battalion commander in Vietnam, be able to analyze information from the battalion staff on the planned airmobile operation.	IOAC 4-70	n	2	6	6	1	0	
		%	13.3	40.0	40.0	6.6	0	
	IOAC 1-72	n	64	51	11	1	1	
		%	49.6	39.5	8.5	0.78	0.78	.007
2. Monitor all incoming transmissions that are normally received while acting in a Command & Control helicopter.	IOAC 4-70	n	3	6	4	2	0	
		%	20.0	40.0	26.6	13.3	0.0	
	IOAC 1-72	n	87	32	7	2	0	
		%	67.4	24.8	5.4	1.6	0	.000
3. Differentiate between the various nets when incoming audio-traffice is received simultaneously on two or more nets.	IOAC 4-70	n	5	6	3	1	0	
		%	33.3	40.0	20.0	66.6	0.0	
	IOAC 1-72	n	74	40	9	4	0	
		%	57.4	31.0	6.98	3.1	0.0	.066
4. Determine relative criticality of incoming transmissions.	IOAC 4-70	n	5	6	4	0	0	
		%	33.3	40.0	26.6	0.0	0.0	
	IOAC 1-72	n	81	37	9	0	0	
		%	62.8	28.7	6.98	0.0	0.0	.022
5. Establish priorities for issuing instructions.	IOAC 4-70	n	3	8	4	0	0	
		%	20.0	53.3	26.6	0.0	0.0	
	IOAC 1-72	n	73	44	10	0	0	
		%	56.6	34.1	7.8	0.0	0.0	.006

TABLE 1 (Cont'd)

Measures of CATTS Effectiveness

Response Scale: 1=Extremely Effective, 2=Fairly Effective, 3=Somewhat Effective, 4=Not Very Effective, 5=Not Effective At All.

Item Content	Group	Response	1	2	3	4	5	p
6. Formulate plans of action and responses.	IOAC 4-70	n	2	10	3	0	0	
		%	13.3	66.6	20.0	0.0	0.0	
	IOAC 1-72	n	79	43	5	1	0	
		%	61.2	33.3	3.88	0.78	0.0	.000
7. Select appropriate radio net and transmit information and orders to subordinate units, as deemed appropriate by the tactical situation.	IOAC 4-70	n	3	8	4	0	0	
		%	20.0	53.3	26.6	0	0	
	IOAC 1-72	n	74	33	15	4	2	
		%	57.4	25.6	11.6	3.1	1.55	.005

TABLE 2

Measures of Individual Confidence

Response Scale: 1=Extreme Increase In Confidence, 2=Considerable Increase In Confidence, 3=Moderate Increase In Confidence, 4=Slight Increase In Confidence, 5=No Increase In Confidence

Item Content	Group	Response	1	2	3	4	5	p
1. Assuming that you have recently been assigned as a battalion commander/S3 of a unit planning the execution of an airmobile operation, to what degree has your confidence increased in the ability to analyze information presented battalion staff on the planned airmobile operation?	IOAC 4-70	n	0	1	9	2	3	
		%	0.0	6.6	60.0	13.3	20.0	
	IOAC 1-72	n	43	54	26	4	1	
		%	33.3	41.9	20.2	3.10	0.78	.000
2. To what degree has your confidence increased in your ability to operate the AN/ASC15 (Communication Console) and monitor incoming transmissions simultaneously on two or more nets?	IOAC 4-70	n	0	2	4	3	6	
		%	0.0	13.3	26.6	20.0	40.0	
	IOAC 1-72	n	49	40	33	3	4	
		%	37.98	31.0	25.6	2.3	3.1	.000
3. To what degree has your confidence increased in your ability to differentiate between the various nets (i.e., Command Net, Artillery Net, UHF Net, and intercom) when incoming transmissions are received simultaneously on two or more nets?	IOAC 4-70	n	0	4	3	5	3	
		%	0.0	26.6	20.0	33.3	20.0	
	IOAC 1-72	n	49	50	23	2	5	
		%	37.98	38.76	17.83	1.55	3.88	.000
4. Upon receiving multiple transmissions, to what degree has your confidence increased in your ability to determine the relative criticality of the incoming transmissions?	IOAC 4-70	n	0	2	7	6	0	
		%	0.0	13.3	46.6	40.0	0.0	
	IOAC 1-72	n	39	55	26	6	3	
		%	30.2	42.6	20.2	4.7	2.3	.000

TABLE 2 (Cont'd)

Measures of Individual Confidence

Response Scale: 1=Extreme Increase In Confidence, 2=Considerable Increase In Confidence, 3=Moderate Increase In Confidence, 4=Slight Increase In Confidence, 5=No Increase In Confidence

Item Content	Group	Response	1	2	3	4	5	p
5. Upon receiving multiple transmissions, to what degree has your confidence increased in your ability to establish priorities for issuing instruction?	IOAC 4-70	n	0	4	6	3	2	
		%	0.0	26.6	40.0	20.0	13.3	
	IOAC 1-72	n	42	57	24	5	1	
		%	32.6	44.2	18.6	3.9	0.78	.000
6. Upon receiving multiple transmissions, to what degree has your confidence increased in your ability to transmit the appropriate radio net?	IOAC 4-70	n	0	2	5	5	3	
		%	0.0	13.3	33.3	33.3	20.0	
	IOAC 1-72	n	47	50	24	6	2	
		%	36.4	38.8	18.6	4.7	1.6	.000
7. Upon receiving multiple transmissions, to what degree has your confidence increased in your ability to formulate immediate plans of action and responses?	IOAC 4-70	n	0	4	5	4	2	
		%	0.0	26.6	33.3	26.6	13.3	
	IOAC 1-72	n	45	52	26	5	1	
		%	34.9	40.3	20.2	3.9	0.78	.000
8. To what degree has your confidence increased in your ability to orient a map with terrain when operating from the air?	IOAC 4-70	n	0	3	4	5	3	
		%	0.0	20.0	26.6	33.3	20.0	
	IOAC 1-72	n	42	31	26	12	18	
		%	32.6	24.0	20.2	9.3	13.95	.007
9. To what degree has your confidence increased in your ability to effectively integrate and control fire support during an airmobile operation (i.e., artillery, gun ships, and Air Force FAC)?	IOAC 4-70	n	0	2	3	1	9	
		%	0.0	13.3	20.0	6.6	60.0	
	IOAC 1-72	n	36	47	30	11	4	
		%	27.9	36.4	23.3	8.5	3.1	.000

TABLE 2 (Cont'd)

Measures of Individual Confidence

Response Scale: 1=Extreme Increase In Confidence, 2=Considerable Increase In Confidence, 3=Moderate Increase In Confidence, 4=Slight INcrease In Confidence, 5=No Increase In Confidence

Item Content	Group	Response	1	2	3	4	5	p
10. To what degree has your confidence increased in your ability to plan an airmobile operation?	IOAC 4-70	n	0	1	4	4	6	
		%	0.0	6.6	26.6	26.6	40.0	
	IOAC 1-72	n	35	45	31	10	7	
		%	27.1	34.9	24.0	7.8	5.4	.000
11. To what degree has your confidence increased in your ability to execute an airmobile operation?	IOAC 4-70	n	0	1	5	5	4	
		%	0.0	6.6	33.3	33.3	26.6	
	IOAC 1-72	n	33	63	25	5	3	
		%	25.6	48.8	19.4	3.9	2.3	.000
12. To what degree has your confidence increased in your ability to control an airmobile operation?	IOAC 4-70	n	0	1	4	8	2	
		%	0.0	6.6	26.6	53.3	13.3	
	IOAC 1-72	n	39	59	24	4	3	
		%	30.2	45.7	18.6	3.1	2.3	.000

TABLE 3

Comparison of Methods of Instruction

Rank Scale: 1=Most thru 6=Least

		Lecture	Conference	Simulation (CATTS)	Demonstration	Map Exercise	Command Post Exercise
1. For training in command and control of tactical operations, which method of instruction do you feel is most effective?	Mean Rank	5.38	4.37	1.19	3.81	3.31	2.94
	Mode Rank	6	5	1	4	3	2
	Coefficient of Concordance	0.57					
	Chi-Square	323.9					
	df=	5					
2. Which type of instruction do you generally find most interesting?	Mean Rank	5.46	4.42	1.09	3.32	3.42	3.11
	Mode Rank	6	5	1	2	3	2
	Coefficient of Concordance	0.54					
	Chi-Square	309.5					
	df=	5					
3. Which type of instruction offers the greatest potential for personal involvement in the training experience?	Mean Rank	5.54	4.11	1.11	4.47	3.15	2.43
	Mode Rank	6	5	1	4	3	2
	Coefficient of Concordance	0.64					
	Chi-Square	363.6					
	df=	5					

Figure #1

Section III, PART A - Comparison of Methods of Instruction, Infantry School

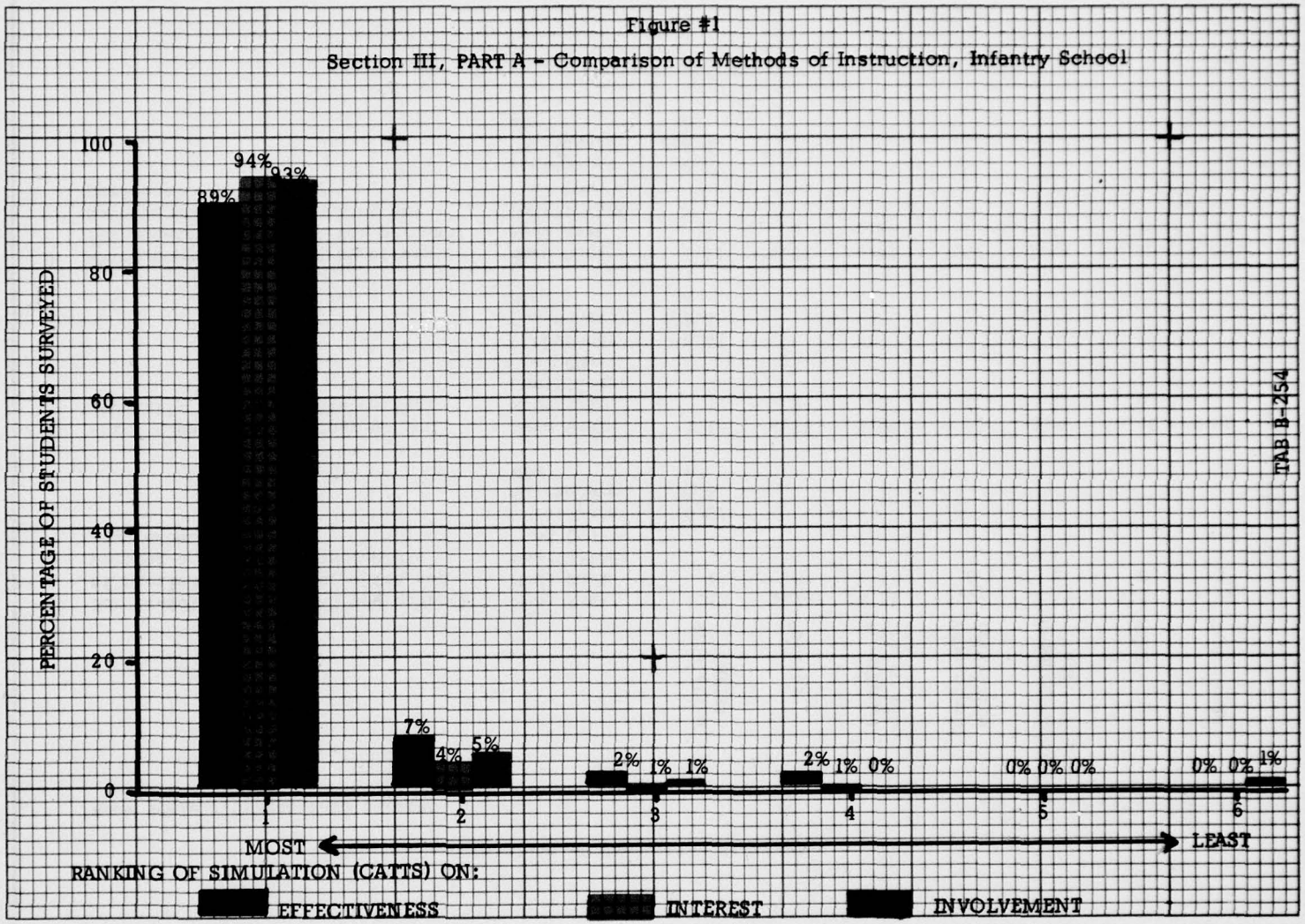


TABLE 4

Comparison of Supporting Strategies

Rank Scale: 1=Most thru 6=Least

		Simulation (CATTS)	Seminar	Programmed Instruction	Educational Television	Computer-Assisted Instruction	EDEX	Case Study
1. For training in command and control of tactical operations, which supporting strategy do you feel is most effective?	Mean Rank	1.13	4.26	4.55	5.07	3.19	4.51	4.97
	Mode Rank	1	3	4	6	2	6	7
	Coefficient of Concordance	0.32						
	Chi-Square	170.8						
	df=	6						
2. Which supporting strategy do you generally find most interesting?	Mean Rank	1.12	4.18	5.03	4.81	3.34	4.48	5.06
	Mode Rank	1	2	5	6	2	6	7
	Coefficient of Concordance	0.43						
	Chi-Square	228.8						
	df=	6						
3. Which supporting strategy offers the greatest potential for personal involvement in the training experience?	Mean Rank	1.11	4.01	4.71	5.57	3.44	4.48	4.76
	Mode Rank	1	2	5	7	2	3	3
	Coefficient of Concordance	0.47						
	Chi-Square	236.44						
	df=	6						

Figure #2

Section III, PART A: Comparison of Supporting Strategies, Infantry School

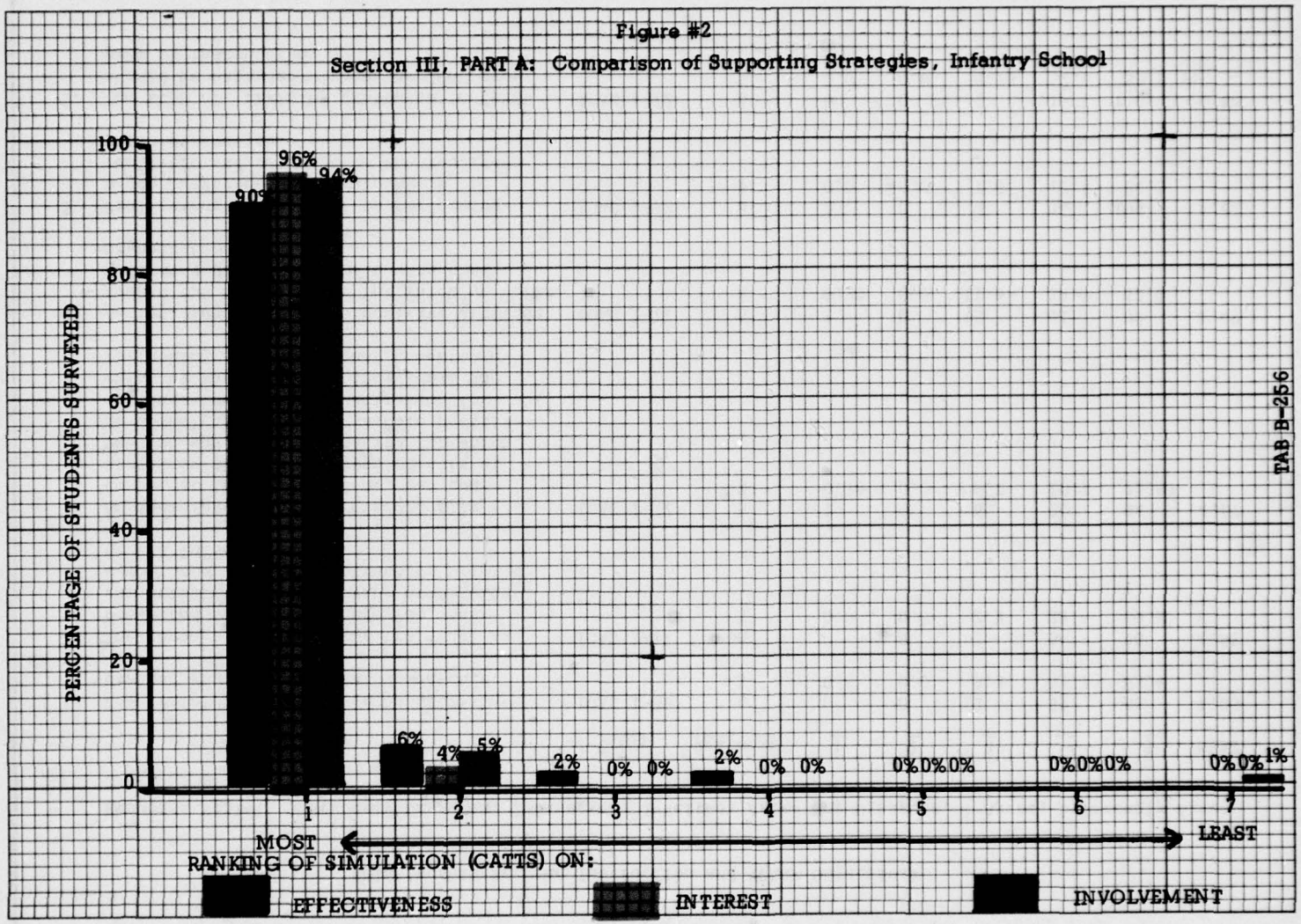


TABLE 5

Relationship Between Instruction and VOLAR Objectives

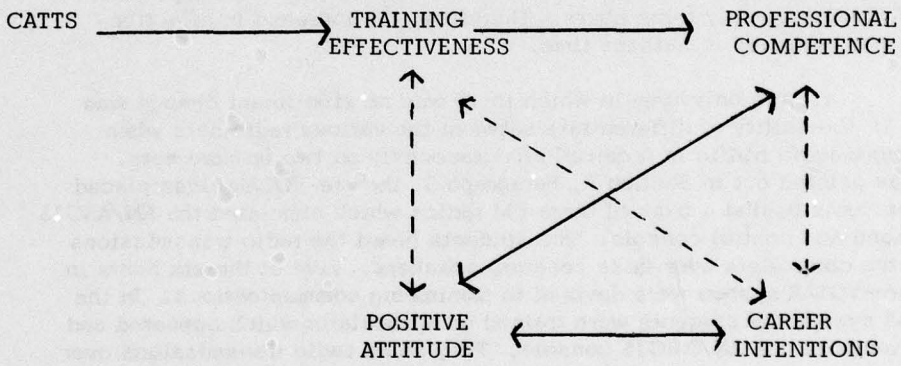
Response Scale: 1=Strongly Disagree, 2=Disagree, 3=Neither Agree Nor Disagree, 4=Agree, 5=Strongly Agree

	Item Content	Group	Response	1	2	3	4	5	MEAN
1.	The training you received on CATTS increased your professional competence.	IOAC 1-72	n	0	0	12	59	56	4.35
			%	0.0	0.0	9.3	45.7	43.4	
2.	The concept of simulation training, as presented in the CATTS program, has the potential for improving professional competence in other instruction offered at the Infantry School.	IOAC 1-72	n	0	0	3	34	90	4.69
			%	0.0	0.0	2.3	26.4	69.8	
3.	An individual who is professionally competent in his job (i.e., can consistently satisfy the requirements of the job and the organization for which he works) tends to have a more positive attitude toward the organization for which he works than an individual who is lacking in professional competence.	IOAC 1-72	n	1	0	6	26	94	4.67
			%	0.78	0.0	4.7	20.2	72.87	
4.	An individual who has a positive attitude toward the organization for which he works generally elects to remain with that organization.	IOAC 1-72	n	1	0	15	31	80	4.49
			%	0.78	0.0	11.6	24.0	62.0	
5.	Professional competence in performing a job increases when training is realistic and relevant to the requirements of the job.	IOAC 1-72	n	0	0	2	16	109	4.84
			%	0.0	0.0	1.6	12.4	84.5	
6.	The type of training presented in CATTS should be expanded within the IOAC program of instruction.	IOAC 1-72	n	0	0	1	16	110	4.86
			%	0.0	0.0	0.78	12.4	85.3	

FIGURE 3

RELATIONSHIP BETWEEN CATTS AND

THE VOLAR OBJECTIVES



——— RELATIONSHIPS AGREED UPON BY STUDENTS

- - - - - - DERIVED RELATIONSHIPS

D. CONCLUSIONS

The purpose of this section is to present conclusions that can be drawn from the results and to review student comments which are not reflected in the statistical results.

1. Comparison of Effectiveness. The Combined Arms Tactical Training Simulator developed under VOLAR is definitely more effective than the pre-VOLAR system in achieving the training objectives. This increase in effectiveness is even more significant than displayed in the statistical results, for the pre-VOLAR class was six hours in length and the VOLAR class only three hours. Therefore, the increase in effectiveness was achieved in half the time.

a. The only item in which there was no significant change was Item 3: the ability to differentiate between the various radio nets when incoming audio traffic is received simultaneously on two or more nets. As was pointed out in Section A, Paragraph 3, the pre-VOLAR class placed the students behind a bank of three FM radios which simulated the AN/ASC15 command and control console. The students heard the radio transmissions from the controllers over three separate speakers. Five of the six hours in the pre-VOLAR system were devoted to monitoring communications. In the VOLAR system the students were trained on a simulator which appeared and functioned as the AN/ASC15 console. They heard radio transmissions over headsets on three simulated FM radios, one UHF radio and an intercommunications channel, for a total of five channels. At any one time they were subject to monitor any one of three controllers and other students on intercom. All communications on the VOLAR system were conducted over the loud noise of helicopter engines and rotor noise broadcast by a tape recorder over speakers located within each helicopter. Only two of the three hours of training were available for monitoring incoming transmissions in the VOLAR class. In summary, there was a difference in the level of challenge to the students between the VOLAR and pre-VOLAR systems which accounts for this lack of statistical difference. It should be noted that, while there was no significant difference in effectiveness, the results of Section II, Item 3 displays a significant increase in confidence for this training objective after receiving training on CATTS (VOLAR).

b. Student written comments further supported the statistical findings, indicating that the training they received was the most effective that they received in the Advanced Course. The students recommended

that each student be allowed to participate in each of the four positions (CO, S3, FSCOORD and AMC) on each of the four simulators, and this would increase the effectiveness by allowing additional exposure to the training. The students contended that the training is effective because it is relevant to real world job requirements and that CATTS should be incorporated in all tactics training in such a manner as to allow them to execute a variety of tactical plans developed in other instruction. Students in the Special Vietnam Orientation Course who received CATTS training in preparation for assignments commanding battalions in combat have written back to the Infantry School indicating that the training was extremely effective in preparing them for command and control in combat and recommended that more of this type of training be included in the program of instruction.

2. Comparison of Increase in Confidence. Training on the CATTS (VOLAR) system resulted in a greater increase in confidence than in the pre-VOLAR class. Again, this increase was accomplished on the VOLAR system in half the time required for the earlier method. Many of the students commented that confidence would have increased even more with additional time in the simulator. It was also suggested that this type of training could be used to increase the confidence of actual command and control groups in units by allowing them to work together in simulating planned operational requirements. This suggestion was also made by the National Guard and Reserve Component Commanders and staff officers and several brigade and battalion commanders receiving this training and are returning to their units to develop Combined Arms Tactical Training Simulators for use in their own units.

3. Comparison with Other Methods of Instruction and Supporting Strategies. The previous sections indicate that the CATTS (VOLAR) system is more effective than the earlier systems of instruction. The results of Parts A and B in Section III indicate that CATTS is more effective, interesting and offers greater potential for personal involvement than other methods of instruction and supporting strategies currently in use at the Infantry School. This clearly indicates that CATTS has not only upgraded the quality of instruction at the Infantry School but offers an example of how to further improve training by providing learning experiences that integrate, in realistic performance situations, the knowledge and skills taught throughout the IOAC course of instruction. Recognition of this capability is reflected in Fort

Benning's long-range plan to continue to improve CATTS training by the development of a third stage to follow the system developed under VOLAR.

4. Relationship to the VOLAR Objectives. Through the development of a more effective training program, CATTS has increased the professional competence of the student. There was a strong agreement among the students that an increase in professional competence is associated with a more positive attitude toward the organization and this, in turn, with a greater tendency to remain with that organization. It may be logically deduced that all possible relationships might be equally valid. For example, the more positive the attitude of the individual toward the organization, the more he will seek to increase his professional competence. This set of relationships is graphically portrayed in Figure 3, with these relationships agreed upon by the students indicated in solid lines and those which might be derived indicated by dotted lines. It is readily apparent that, if an increase in one variable is associated with a corresponding increase in the others, the key to improving the VOLAR goals is through improving any one of the major components. Therefore, the increase in training effectiveness accomplished by CATTS increases professional competence and supports the movement toward an all-volunteer Army by improving the attitudes toward the Army and career intentions.

4 Incl
as

THE COMBINED ARMS TACTICAL TRAINING SIMULATOR

(CATTS)

TAB B-262

TAB B-263

MAPS AND PHOTOGRAPHS OF TERRAIN USED IN THE

COMBINED ARMS TACTICAL TRAINING SIMULATOR

(CATTS)

a. Open Rolling

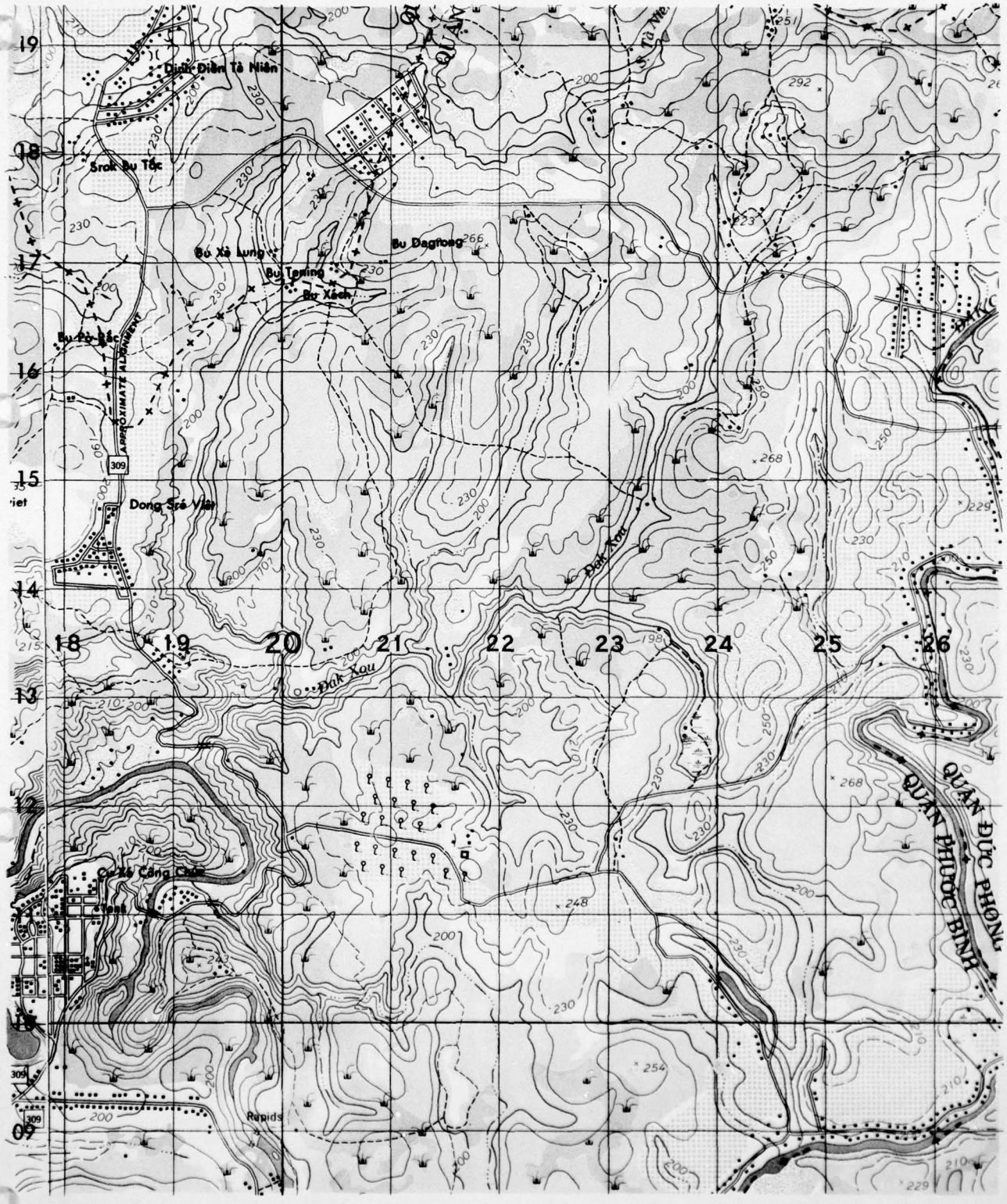
b. Mountain

c. Jungle

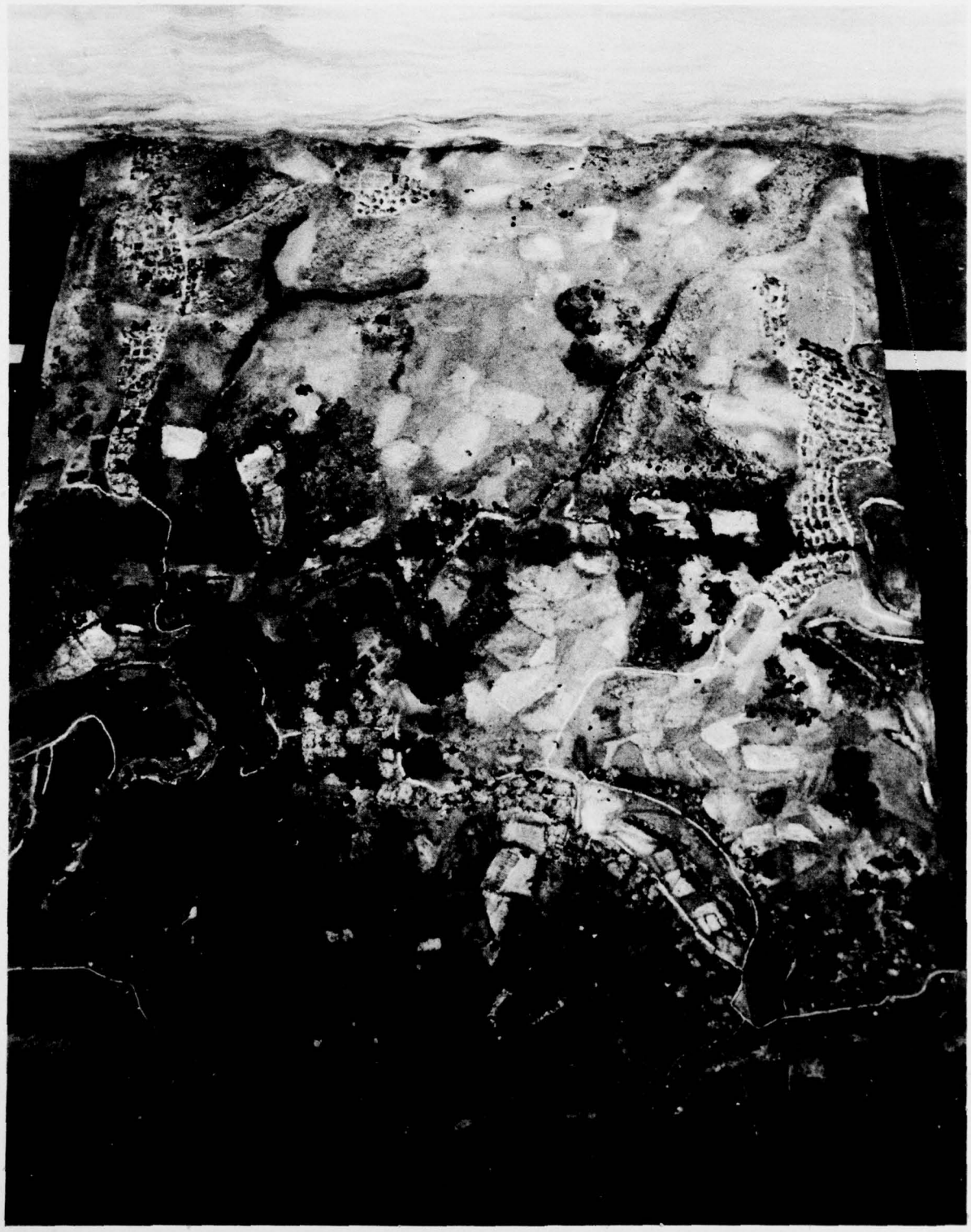
d. Desert

67817 Sig 17

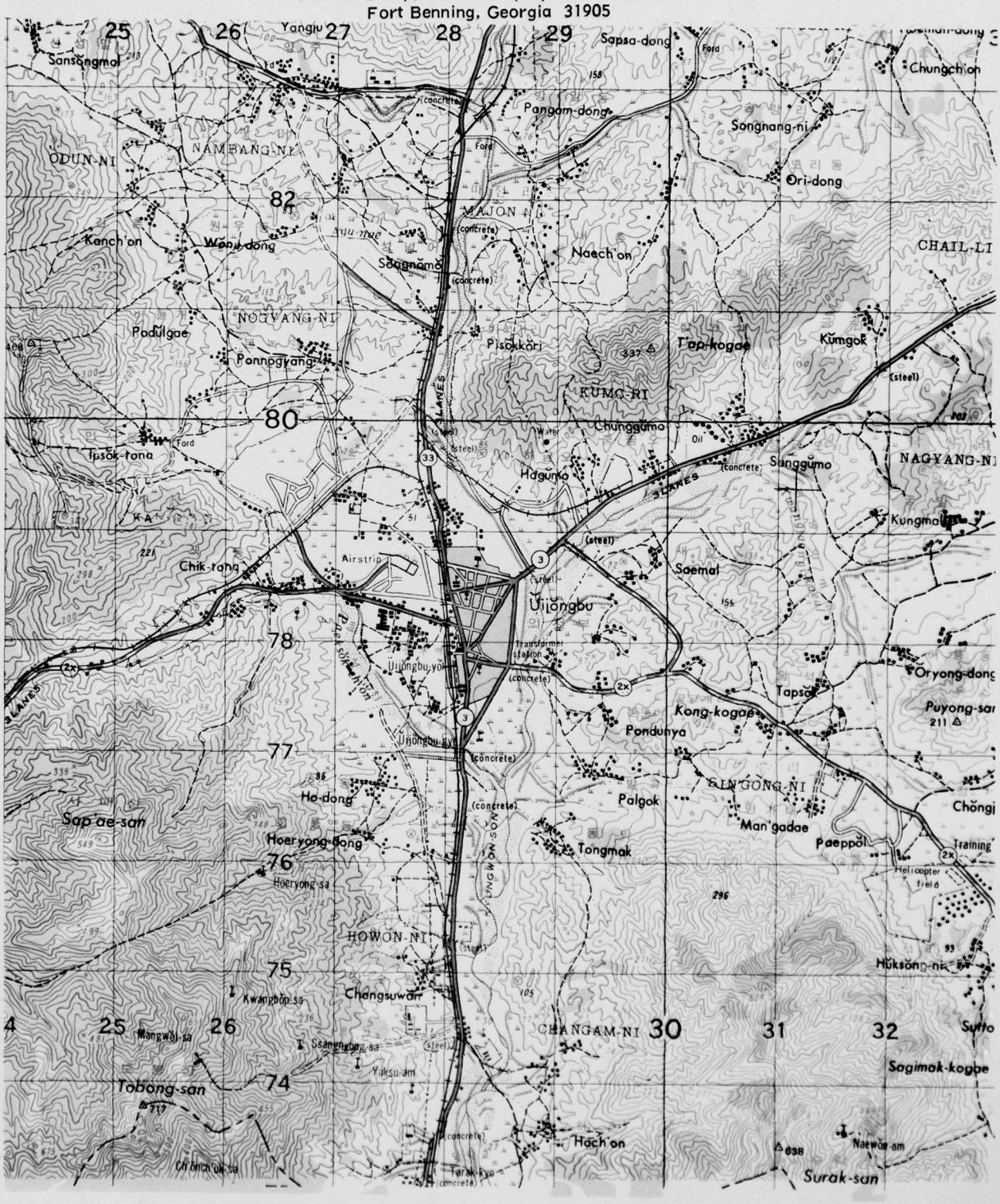
UNITED STATES ARMY INFANTRY SCHOOL
Brigade and Battalion Operations Department
Tactics Group, Aerial Employment Committee
Fort Benning, Georgia 31905



COMBINED ARMS TACTICAL TRAINING SIMULATOR
Problem BP1C41VN
65917 Army-Ft.Benning,Ga. 5 Jan 72
OP on Por AFPP Map C-89



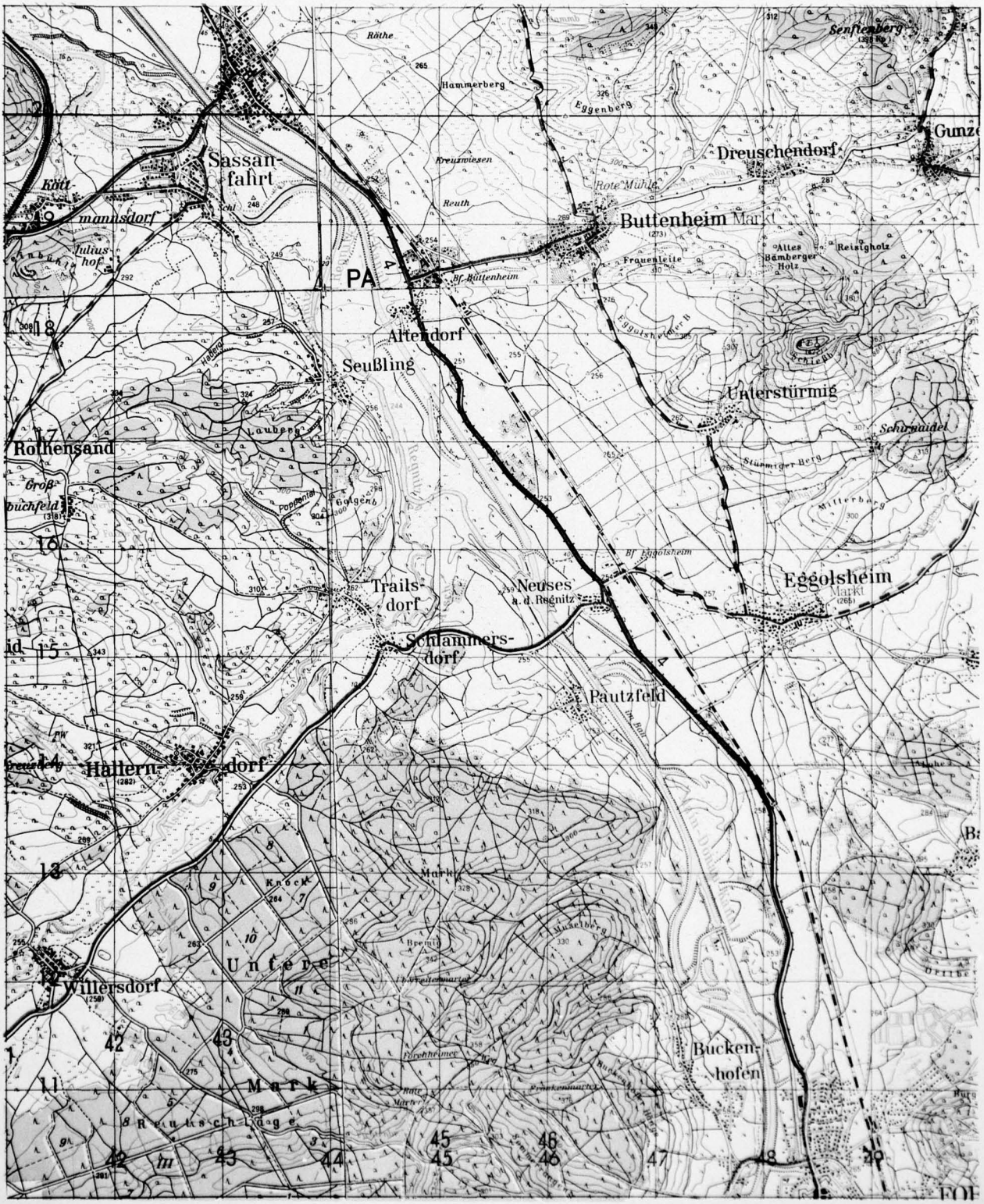
UNITED STATES ARMY INFANTRY SCHOOL
Brigade and Battalion Operations Department
Tactics Group, Aerial Employment Committee
Fort Benning, Georgia 31905



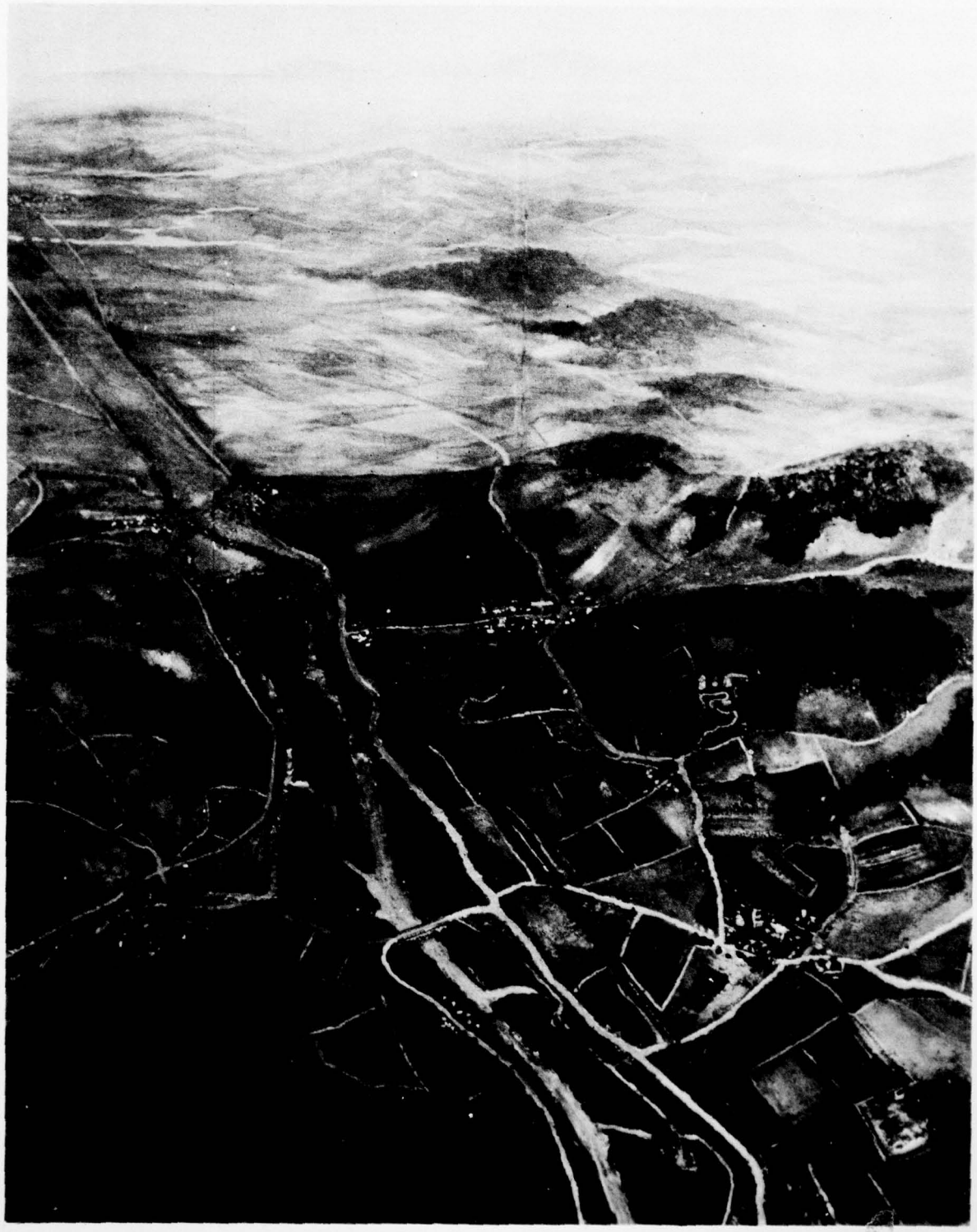
COMBINED ARMS TACTICAL TRAINING SIMULATOR
Problem BP1C41K
65916 Army-Ft.Benning,Ga. 5 Jan 72
OP on Por AFPP Map C-84

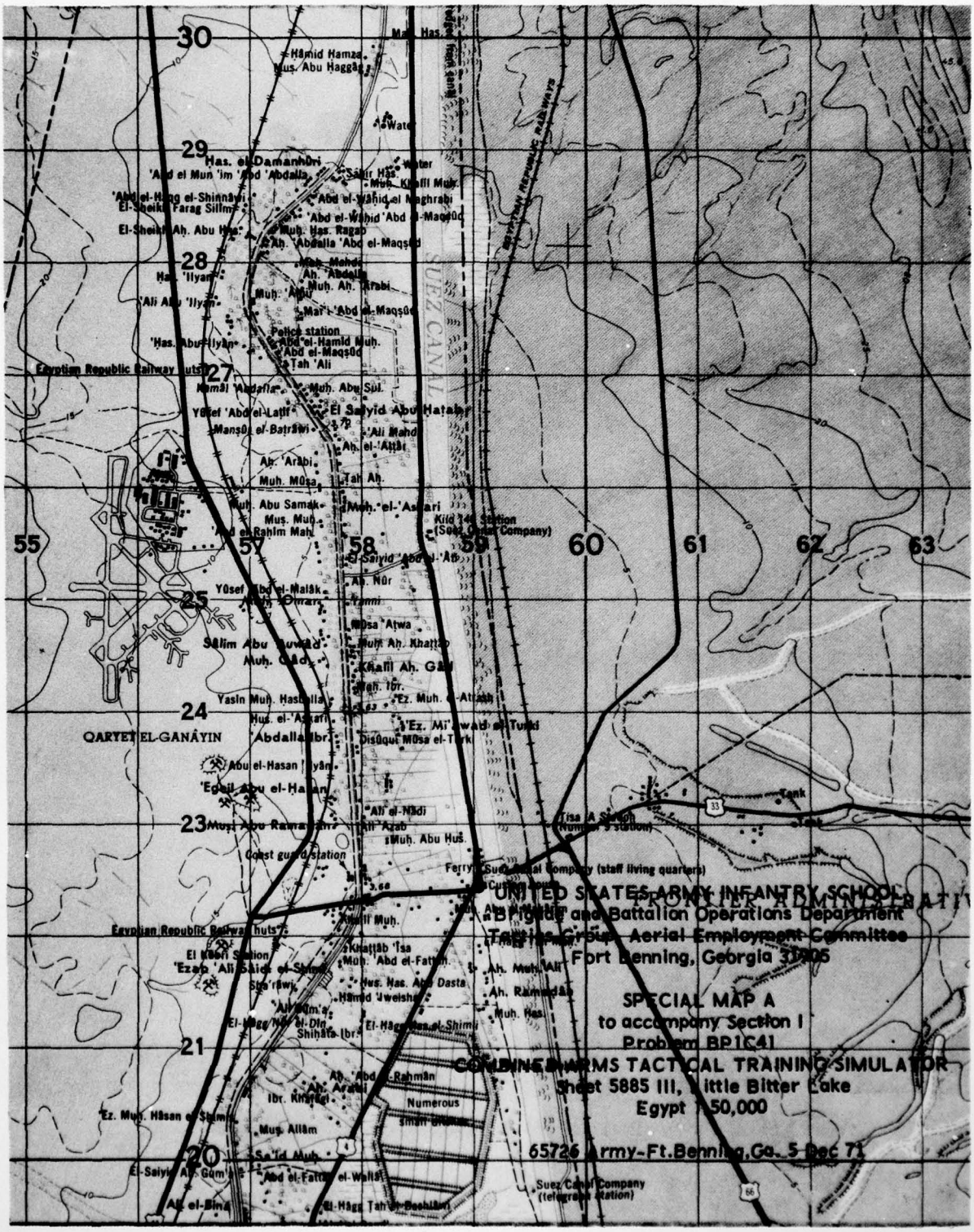


UNITED STATES ARMY INFANTRY SCHOOL
Brigade and Battalion Operations Department
Tactics Group, Aerial Employment Committee
Fort Benning, Georgia 31905



COMBINED ARMS TACTICAL TRAINING SIMULATOR
Problem BP1C41E
65918 Army-Ft.Benning,Ga. 5 Jan 72




UNITED STATES ARMY INFANTRY SCHOOL
Brigade and Battalion Operations Department
Tactics Group Aerial Employment Committee
Fort Benning, Georgia 31905
SPECIAL MAP A
to accompany Section I
Problem BP1C41
COMBINED ARMS TACTICAL TRAINING SIMULATOR
Sheet 5885 III, Little Bitter Lake
Egypt 1:50,000
65726 Army-Ft.Benning,Ga. 5 Dec 71
SUEZ CANAL
QARYET EL-GANÂYIN
30
29
28
27
25
24
23
21
20
55
57
58
59
60
61
62
63

67817 Sig 18



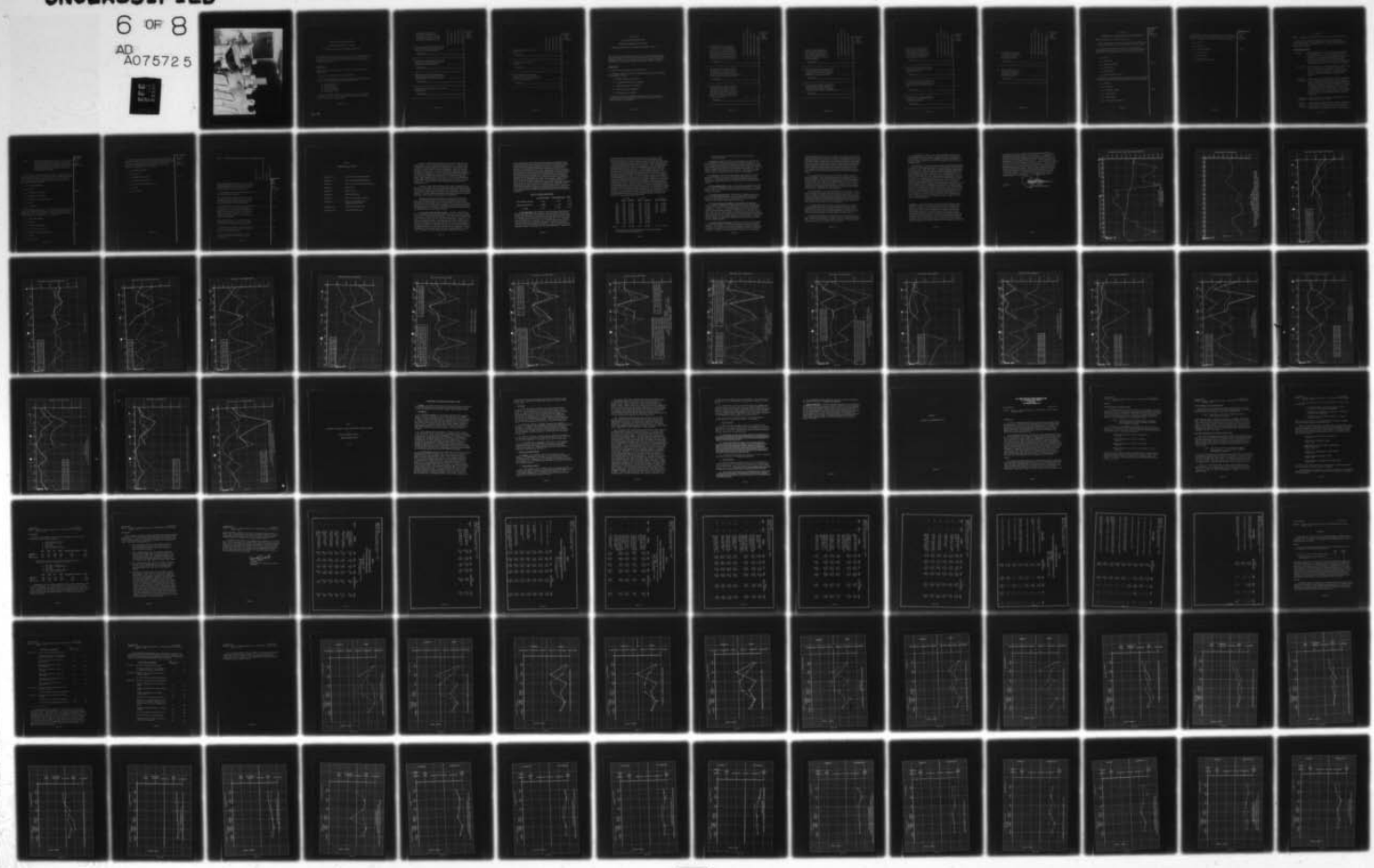
PRE-MISSION BRIEFING CENTER

TAB B-273

AD-A075 725 ARMY INFANTRY CENTER AND FORT BENNING GA F/G 5/9
MODERN VOLUNTEER ARMY EXPERIMENT-1972.(U)
JUL 72

UNCLASSIFIED NL

6 OF 8
AD A075725



EFFECTIVENESS QUESTIONNAIRE

AIRMOBILE COMMAND AND CONTROL

COMBINED ARMS TACTICAL TRAINING SIMULATOR

The following questions are designed to secure your comments concerning the degree of effectiveness that you feel was reached for each of the training objectives presented in the Combined Arms Tactical Training Simulator instruction:

DIRECTIONS:

Follow the instructions carefully in recording your responses on this questionnaire.

1. Look at the first question on the questionnaire.

2. Circle the appropriate response to indicate the degree of effectiveness you feel was reached for each training objective:

A. Extremely Effective.
B. Fairly Effective
C. Somewhat Effective
D. Not Very Effective
E. Not Effective at All

3. Space is provided to comment on significant factors that influence your responses. Your comments will be used for course improvement and have no bearing on course grades.

INCL #4

The training objectives of the CATTS, Stage II instruction are listed below. Indicate the degree of effectiveness you feel was accomplished for each.	Extremely Effective	Fairly Effective	Somewhat Effective	Not Very Effective	Not Effective At All	ADP USE ONLY CARD COLUMNS
1. As a newly assigned commander or staff officer be able to analyze information on a planned airmobile operation.	A	B	C	D	E	5
COMMENTS:						
2. Monitor all incoming transmissions that are normally received while acting in a command and control helicopter.	A	B	C	D	E	6
COMMENTS:						
3. Differentiate between the various nets when incoming audio traffic is received simultaneously on two or more units.	A	B	C	D	E	7
COMMENTS:						
4. Determine relative criticality of incoming transmissions.	A	B	C	D	E	8
COMMENTS:						

	Extremely Effective	Fairly Effective	Somewhat Effective	Not Very Effective	Not Effective At All	ADP USE ONLY CARD COLUMNS
	A	B	C	D	E	
5. Establish priorities for issuing instructions.						9
COMMENTS:						
6. Formulate plans of action and responses.	A	B	C	D	E	10
COMMENTS:						
7. Select appropriate radio net and transmit information and orders to subordinate units deemed appropriate by the tactical situation.	A	B	C	D	E	11
COMMENTS:						

SECTION I I

CONFIDENCE QUESTIONNAIRE

AIRMOBILE COMMAND AND CONTROL

COMBINED ARMS TACTICAL TRAINING SIMULATOR (CATTS)

The content of this questionnaire is based on the key training objectives presented during Stage II of the Combined Arms Tactical Training Simulator (CATTS) instruction. It is designed to ascertain the degree to which your confidence has increased as a result of the Stage II, CATTS instruction.

DIRECTIONS:

1. Look at the first question on the questionnaire.

2. Indicate the degree to which your confidence has increased by circling the appropriate response.

   A. Extreme Increase in Confidence

   B. Considerable Increase in Confidence

   C. Moderate Increase in Confidence

   D. Slight Increase in Confidence

   E. No increase in Confidence

3. Space is provided to comment on significant factors that influence your responses. Your comments will be used for course improvement and have no bearing on course grades.

	Extreme Increase in Confidence	Considerable Increase in Confidence	Moderate Increase in Confidence	Slight Increase in Confidence	No Increase in Confidence	ADP USE ONLY CARD COLUMNS
1. Assuming that you have recently been assigned as a battalion commander/S3 of a unit planning the execution of an airmobile operation, to what degree has your confidence increased in the ability to analyze information presented battalion staff on the planned airmobile operation?	A	B	C	D	E	12
COMMENTS:_____						
2. To what degree has your confidence increased in your ability to operate the AN/ASC15 (Communication console) and monitor incoming transmissions simultaneously on two or more nets?	A	B	C	D	E	13
COMMENTS:_____						
3. To what degree has your confidence increased in your ability to differentiate between the various nets (i.e., Command net, Artillery net, UHF net, and intercom) when incoming transmissions are received simultaneously on two or more nets?	A	B	C	D	E	14
COMMENTS:_____						

	Extreme Increase in Confidence	Considerable Increase in Confidence	Moderate Increase in Confidence	Slight Increase in Confidence	No Increase in Confidence	ADP USE ONLY CARD COLUMNS
4. Upon receiving multiple transmissions, to what degree has your confidence increased in your ability to determine the relative criticality of the incoming transmissions?	A	B	C	D	E	15
COMMENTS:_____						
5. Upon receiving multiple transmissions, to what degree has your confidence increased in your ability to establish priorities for issuing instruction?	A	B	C	D	E	16
COMMENTS:_____						
6. Upon receiving multiple transmissions, to what degree has your confidence increased in your ability to formulate immediate plans of action and responses?	A	B	C	D	E	17
COMMENTS:_____						

	A	B	C	D	E	ADP USE ONLY CARD COLUMNS
	Extreme Increase in Confidence	Considerable Increase in Confidence	Moderate Increase in Confidence	Slight Increase in Confidence	No Increase in Confidence	
7. Upon receiving multiple transmissions, to what degree has your confidence increased in your ability to transmit the appropriate orders and information on the appropriate radio net?	A	B	C	D	E	18
COMMENTS:_____						
8. To what degree has your confidence increased in your ability to plan an airmobile operation?	A	B	C	D	E	19
COMMENTS:_____						
9. To what degree has your confidence increased your ability to orient a map with terrain when operating from the air?	A	B	C	D	E	20
COMMENTS:_____						
10. To what degree has your confidence increased in your ability to plan an airmobile operation?	A	B	C	D	E	21
COMMENTS:_____						

	Extreme Increase in Confidence	Considerable Increase in Confidence	Moderate Increase in Confidence	Slight Increase in Confidence	No Increase in Confidence	ADP USE ONLY CARD COLUMNS
11. To what degree has your confidence increased in your ability to execute an airmobile operation?	A	B	C	D	E	22
COMMENTS:_____						
12. To what degree has your confidence increased in your ability to control an airmobile operation?	A	B	C	D	E	23
COMMENTS:_____						

Section III

EVALUATION OF COMBINED ARMS TACTICAL SIMULATOR

ADP USE ONLY CARD COLUMNS

PART A: Comparison of Methods of Instruction.

In this section you will be asked to compare the CATTS instruction with other methods of instruction used at the Infantry School.

1. For training in command and control of tactical operations, which method of instruction do you feel is most effective? (Please rank each of these from most effective (1) to lease effective (6).

_____ Lecture

_____ Conference

_____ Simulation (CATTS) 24-29

_____ Demonstration

_____ Map Exercise

_____ Command Post Exercise

2. Which type of instruction do you generally find most interesting? Please rank these from most interesting (1) to least interesting (6).

_____ Lecture

_____ Conference

_____ Simulation (CATTS) 30-35

_____ Demonstration

_____ Map Exercise

_____ Command Post Exercise

3. Which type of instruction offers the greatest potential for personal involvement in the training experience. Please rank these from 1, greatest involvement to 6, least involvement.

_____ Lecture

_____ Conference

_____ Simulation (CATTS)

_____ Demonstration

_____ Map Exercise

_____ Command Post Exercise

ADP USE ONLY

CARD COLUMNS

36-41

Section III

PART B: Comparison of CATTS Simulation with other supporting strategies.

In this section you will be asked to compare the Combined Arms Tactical Training Simulator (CATTS) with the "supporting strategies" used at the Infantry School. Definitions of the supporting strategies used for this comparison follow:

SUPPORTING STRATEGY	
Seminar	Tutorial arrangement, involving the instructor, and the group, designed to elicit and exchange substantive information for such purposes as reaching new solutions to proglems, providing general guidance for a group working on an advanced study or research project, and exchanging information on techniques and approaches being explored by members of a study or research group.
Case Study	Method employed in a small group situation, whereby the group is presented with a description of, and the requirement to reach solutions to, a complex real-life problem. Material is usually in printed form, but can be presented orally or through role-playing, films, and TV.
Programmed Instruction	Technique in which material to be learned is arranged in logical sequence or steps (frames), each of which consists of presentation of certain information to individual students, requiring them to react to that presentation by applying the knowledge learned (response), and providing for immediate evaluation (feedback) of the accuracy or acceptability of the student's response. Each student works through his own "program" (course of instruction) at his own pace, using programmed texts or teaching machines.
Educational Television	Audible and visual presentation of prepared lessons or portions thereof on a receiver.
Computer Assisted Instruction	A man-machine interaction in which most of the teaching functions are accomplished by use of the computer in direct support of a training situation. Both training material and tutorial logic are stored in computer memory.

ADP USE ONLY

CARD COLUMNS

EDEX — Trade name (Educational Excellence) of a teaching machine that provides either a fully automated or manual presentation of Instructional material using slides and audio tape. The machine also provides for recording and analyzing student responses to multiple choice questions.

1. For training in command and control of tactical operations, which supporting strategy do you feel is most effective. (Please rank each of these from most effective (1) to lease effective (7)). If you are not familiar with these supporting strategies, please indicate by placing N/A by that alternative.

_____ Simulation (CATTS)

_____ Seminar

_____ Programmed instruction

_____ Educational Television

_____ Computer Assisted Instruction

_____ EDEX

_____ Case Study

42-48

2. Which supporting strategy do you generally find most interesting? (Please rank each of these from most interesting (1) to lease interesting (7)). If you are not familiar with these supporting strategies, please indicate by placing N/A by that alternative.

_____ Simulation (CATTS)

_____ Seminar

_____ Programmed Instruction

_____ Educational Television

_____ Computer-Assisted Instruction

_____ EDEX

_____ Case Study

49-55

3. Which supporting strategy offers the greatest potential for personal involvement in the training experience (Please rank each of these from most involvement (1) to lease involvement (7)). If you are not familiar with these supporting strategies please indicate by placing N/A by that alternative.

ADP USE ONLY

CARD COLUMNS

_____ Simulation (CATTS)

_____ Seminar

_____ Programmed Instruction 56-62

_____ Educational Television

_____ Computer-Assisted Instruction

_____ EDEX

_____ Case Study

PART C. Relationship Between Instruction and VOLAR Objectives

Please Indicate your degree of agreement with the following statements concerning the relationship of CATTS training to professionalism, attitude toward the Army, and career intentions.	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	ADP USE ONLY CARD COLUMNS
1. The training you received on CATTS increased your professional competence.	5	4	3	2	1	63
2. The concept of simulation training, as presented in the CATTS program, has the potential for improving professional competence in other instruction offered at the Infantry School.	5	4	3	2	1	64
3. An individual who is professionally competent in his job (i.e., can consistently satisfy the requirements of the job and the organization for which he works) tends to have a more positive attitude toward the organization for which he works than an individual who is lacking in professional competence.	5	4	3	2	1	65
4. An individual who has a positive attitude toward the organization for which he works generally elects to remain with that organization.	5	4	3	2	1	66
5. Professional competence in performing a job increases when training is realistic and relevant to the requirements of the job.	5	4	3	2	1	67
6. The type of training presented in CATTS should be expanded within the IOAC program of instruction.	5	4	3	2	1	68

TAB C

STATISTICAL INDICATORS

Page TAB C-2 . . . . . Unit of Choice Recruiting Program

Appendix 1 . . . . . First-Term Enlisted Reenlistments

Appendix 2. . . . . Present Duty Assignment Reenlistments

Appendix 3. . . . . AWOL Rates

Appendix 4. . . . . Article 15 Rates

Appendix 5. . . . . Court-Martial Rates

Appendix 6. . . . . Rates of Congressional Inquiries

Appendix 7. . . . . Rates of IG Complaints and Requests for Assistance

Appendix 8-12. . . . . Provost Marshal Activities

Appendix 13-20. . . . . Officer Retention Rates

During the VOLAR field experiment at Fort Benning, there were six administrations of the "baseline" attitudinal survey. In addition, other miscellaneous special studies were undertaken to obtain a current understanding of various related aspects of the program. Particular interest has been directed to the type of effect MVA/VOLAR might have had upon discipline and good order. Four of these special investigations addressed the subject of discipline (see special studies which begins on TAB B-2). As previously discovered and reported in the "Installation Evaluation Report, MVA Experiment 1971, 26 July 1971", and the "Semi-Annual Evaluation Report, Modern Volunteer Army Experiment, Fort Benning, Georgia, January 1972", the analyses of these investigations have presented a perplexing picture.

In contrast to the specific findings which reflect a perception that discipline has suffered, the attached statistical indicators lend no support to the subjective opinions that discipline has suffered under Project VOLAR. Such indices as AWOL rates, Article 15s, Courts-Martials, Congressional Inquiries, and Provost Marshal activities have either improved or remained relatively stable over the entire period of the experiment.

Identical formulae were employed in the computation of all rates (e.g., the officially reported end-of-month strength figures of officer and enlisted personnel were used as the denominator for each rate computation and the actual raw number of incidents or actions for each monthly period served as the numerator). In addition to the graphically portrayed indicators (Appendix 1 through 20) monitored throughout the MVA Experiment, the following raw data is of special interest:

(1) Unit-of-Choice Recruiting Program. One of the major tasks in which Fort Benning units have been involved for the past eighteen months is the Unit-of-Choice Recruiting Program. The 197th Infantry Brigade began its program on 1 February 71; the 931st Engineer Group on 1 May 1972. Basically, the techniques used in the recruiting cycle were: display teams including military equipment, along with domestic actions and peer recruiting by young soldiers in conjunction with the "buddy" system produced referral of expressions of interest in the Army; the second phase consisted of followup actions by the recruiting command on these referrals; to assist in followup, the third phase of the cycle was employed utilizing "contact teams" composed of young soldiers/recruiters; the fourth phase was a

further introduction to the Unit-of-Choice recruiting units through visits and mailing campaigns; the fifth phase was enlistment followed by basic combat training and advanced individual training. Upon completion of training, the best qualified soldiers are encouraged to return to their homes to recruit other young men, thus, starting the cycle all over again. The results of the Unit-of-Choice Recruiting Program for the 197th Infantry Brigade were so successful as to fill the Brigade with a full quota of combat arms soldiers by December 1971. When this occurred, the Brigade requested and received permission to recruit for vacancies and projected vacancies for all authorized non-combat arms positions, grades E4 and below, to insure a proper, balanced fill. As a matter of interest, by March 1972, all current vacancies for authorized non-combat arms positions had been filled. The success of the overall program, especially for the 197th Infantry Brigade is obvious by the results shown below. In the case of the 931st Engineers, despite the short period of 60 days' involvement in the program, they have already recruited almost half of their authorized positions.

UNIT OF CHOICE RECRUITING

	Unit Enlistments	Other Enlistments	Total
197th Infantry Brigade	2,542	1,098	3,640
931st Engineer Group	649	0	649
TOTAL	3,191	1,098	4,289

(2) Reenlistments: The functions of the Fort Benning Reenlistment program have been dictated by numerous changes throughout the duration of the VOLAR experiment. The following table indicates the actual number of reenlistees (or extensions of term of service for which credit was given as a reenlistment) for CY 70 and 71 and six months of CY 72. In addition to these tabular data, at Appendix 1 is a graphic representation of actual First-Term Reenlistees during the experiment. At one time during the field experiment, an objective of 3/10 of one percent of the total enlisted operating strength was specified for First-Term Reenlistees. Although the

formal objective has again been changed and the new objective at the time of this writing is 2/10 of one percent of total enlisted operating strength, for purposes of graphic representation of the First-Term Reenlistees a .3 percent objective has been plotted to "gauge" relative comparison of actual reenlistment experience versus an objective. The observable drastic reduction of reenlistees in August is attributable to revised reenlistment criterion which reduced the number of soldiers eligible until a valid proficiency pay test could be obtained. It is particularly interesting that, as of May 1972, our experience had again more than doubled the "gauging" objective and more than tripled the official objective of .2 of one percent of enlisted operating strength. An indication of the attitudes of reenlistees toward Fort Benning as a military post is as shown at Appendix 2. The percentage of reenlistees who elected as their option "Present Duty Assignment" suggests that the reenlistee liked his assignment at Fort Benning and preferred to remain here. During the first six months of the VOLAR experiment, an approximate monthly average of some 55.7% of reenlistees elected present duty assignment; for July through December 1971, an approximate monthly average of 71.8% elected present duty assignment; and, for January through June 1972, 72.2% specified as their option "Present Duty Assignment". To further appreciate reenlistment data, the following table offers total reenlistments along with the end-of-month enlisted strength, per month, for 1970, 1971, and January through June 1972.

	1970		1971		1972	
	Reenl	Strength	Reenl	Strength	Reenl	Strength
Jan	240	32,701	217	22,845	96	15,966
Feb	231	30,020	480	22,131	102	14,750
Mar	242	27,752	224	21,292	139	14,213
Apr	252	25,112	255	21,748	157	14,131
May	241	23,402	265	21,287	174	13,946
Jun	271	21,548	277	20,717	148	14,735
Jul	233	19,996	342	20,239		
Aug	187	17,949	82	19,025		
Sep	172	17,881	122	17,555		
Oct	191	16,899	85	17,804		
Nov	157	19,186	94	17,491		
Dec	158	18,318	110	16,381		
TOTAL	2575	22,564*	2553	19,876*	816	14,623 **

*This figure is the average monthly end-of-month strength for the 12 months of the Calendar Year.

**This figure is the average of six month's end-of-month enlisted strength.

(3) AWOLS: Absent Without Leave rates expressed in terms of rate per 1,000 enlisted strength are portrayed graphically at Appendix 3. The 1971 and 1972 rates tend to refute expressed subjective opinions that military discipline at Fort Benning has deteriorated since VOLAR, and, indeed, reflect a favorable trend during the last months of the experiment. As a matter of interest, the average monthly rates per 1,000 enlisted strength for 1970, 1971, and 1972 are 24.7, 23.0 and 21.0 respectively.

(4) Article 15s: Non-judicial punishment under Article 15, UCMJ, expressed in terms of a rate per 1,000 enlisted strength are shown at Appendix 4. The recurring rates are generally favorable throughout the period of the experiment, with the 1972 rates having the highest monthly average.

(5) Court-Martial Rates: Rates of Court-Martials expressed in terms of a rate per 1,000 enlisted strength are shown at Appendix 5. This indicator is lower for 1972 than for 1970 and 1971, when the average monthly rates are considered.

(6) Congressional Inquiries: This indicator is expressed as a rate per 1,000 total active Army and is portrayed graphically at Appendix 6. There is an appreciable decrease in the frequency of Congressional Inquiries at Fort Benning during both 1971 and 1972.

(7) Inspector General Complaints and Requests for Assistance: Inspector General Complaints and Requests for Assistance are expressed in terms of a rate per 1,000 total active Army and are shown graphically at Appendix 7. There is a considerable difference in the rates of complaints and requests for assistance in 1972 versus 1971 and 1971 versus 1970. This increase, when viewed in the light of the decreases in these other indicators, seems to indicate that the established system of Inspector General activities is functioning adequately and competently, so that Fort Benning soldiers are having their problems solved at Fort Benning rather than by a higher authority.

(8) Provost Marshal Activities: Appendices 8 through 12 are graphic representations of rates per 1,000 total population for Provost Marshal activities. Considering the total bank of statistical indicators monitored throughout the experiment, these Provost Marshal indicators are the least favorable. Obviously, several contributing factors must be considered

when interpreting these rates. For example, nation-wide there have been substantial increases in crime rates in all major municipalities; there has been a substantial "crack-down" on violations involving narcotics during the latter part of the VOLAR experiment using dogs trained to detect marijuana; and, certain VOLAR projects that have permitted increased privacy and individuality in troop barracks have somewhat invited increases in thefts. The data contained herein are direct extractions from the Provost Marshal Activities Report (DA Form 2819), and the reported rates are calculations based upon each month's end-of-month total population figure.

(a) At Appendix 8 are shown total "founded" offenses excluding traffic violations. These figures are based on the combined totals of crimes of violence and crimes against property as well as miscellaneous offenses which are Sections A and B respectively of the DA Form 2819. As can be seen, from Calendar Year 1970 to 1971 there was an increase of some 3.7 offenses per 1,000 population. However, for the first six months of 1972, this trend has reversed and is nearing the "pre-VOLAR" rate of some 15.1 offenses per 1,000 population.

(b) At Appendix 9 is a graphic portrayal of Army personnel as identified offenders for the total of Sections A and B, DA Form 2819. In other words, the data in (a) above are actual offenses found to have occurred and were investigated, whereas here only military service members were identified (and possibly apprehended) as having committed said offenses. The average monthly rates in this case show a very slight change over time (5.6 for 1970; 5.4 for 1971, and 6.0 for 1972).

(c) At Appendix 10 are rates per 1,000 total population of military service members identified as offenders who were involved in Crimes of Violence and Crimes Against Property (Section A, DA Form 2819). Again, as in the case of all "identified offenders" the average monthly rates for the three periods of interest show very slight variance.

(d) Shown at Appendix 11 are military personnel as identified offenders involved in miscellaneous offenses, that is, Section B of DA Form 2819. In this case, the average monthly rates per 1,000 military population are 4.9 for 1970; 4.8 for 1971; and 5.3 for 1972.

(e) At Appendix 12 are rates per 1,000 population of driving and moving violations on the roadway, on post, with Army military personnel involved. In this case, a very significant decrease is apparent when the average monthly rate for 1972 is compared to either of the two preceding years.

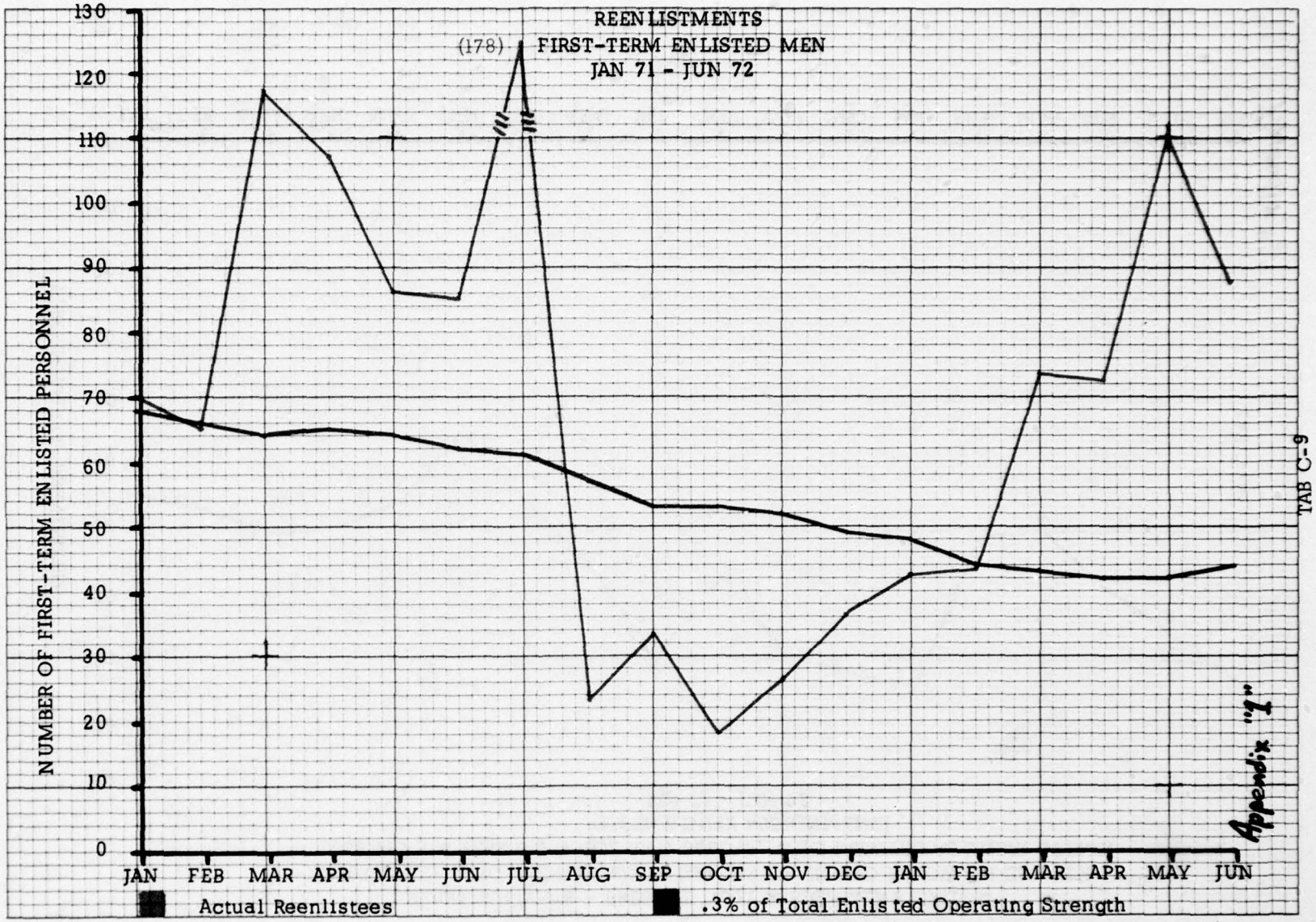
(9) Appendices 13 through 20 reflect officer retention data expressed in a rate per 1,000 officers assigned at end-of-month for Calendar Years 1970, 1971, and the first half of 1972. Generally speaking, applications for retention (i.e., Voluntary Indefinite and Regular Army) show substantial increases when 1971 is compared to 1970, but the 1972 rates are somewhat lower than 1970. This can be seen in Appendices 13, 14, 15, and 16, then totalled for overall officer retention applications as shown in Appendix 17. Appendices 18 through 20 show applications for release from active duty and unqualified resignations. As can be seen, 1971 reflects a slight decrease in the rate of applications for separation when compared to 1970. However, the 1972 average monthly rates reveal a substantial increase in requests for separation (an average monthly rate of 3.0 for the first six months of 1972 versus 1.9 for Calendar Year 1970 and 1.2 for Calendar Year 1971). Although there are no data to support such a presumption, the sharp increase in applications for separation in March 1972 is quite likely connected with the Reduction-in-Force ongoing in the officer corps at that time, and is probably most likely a result of this or other unidentified causes, rather than to any effects of Project VOLAR.

SUMMARY: During the period of the VOLAR field experiment at Fort Benning, indicators of morale and discipline were consistently monitored to ascertain the actual status of these factors. Additionally, performance in the areas of reenlistments and officer retention was meticulously followed. As reported herein, there appears to be no appreciable decrease in the status of discipline according to these morale indicators; reenlistments, other than immediately following the imposition of a new eligibility criteria in August 1971 have continued favorable; and, officer applications for retention have been generally favorable despite an increase in applications for separation in early 1972.

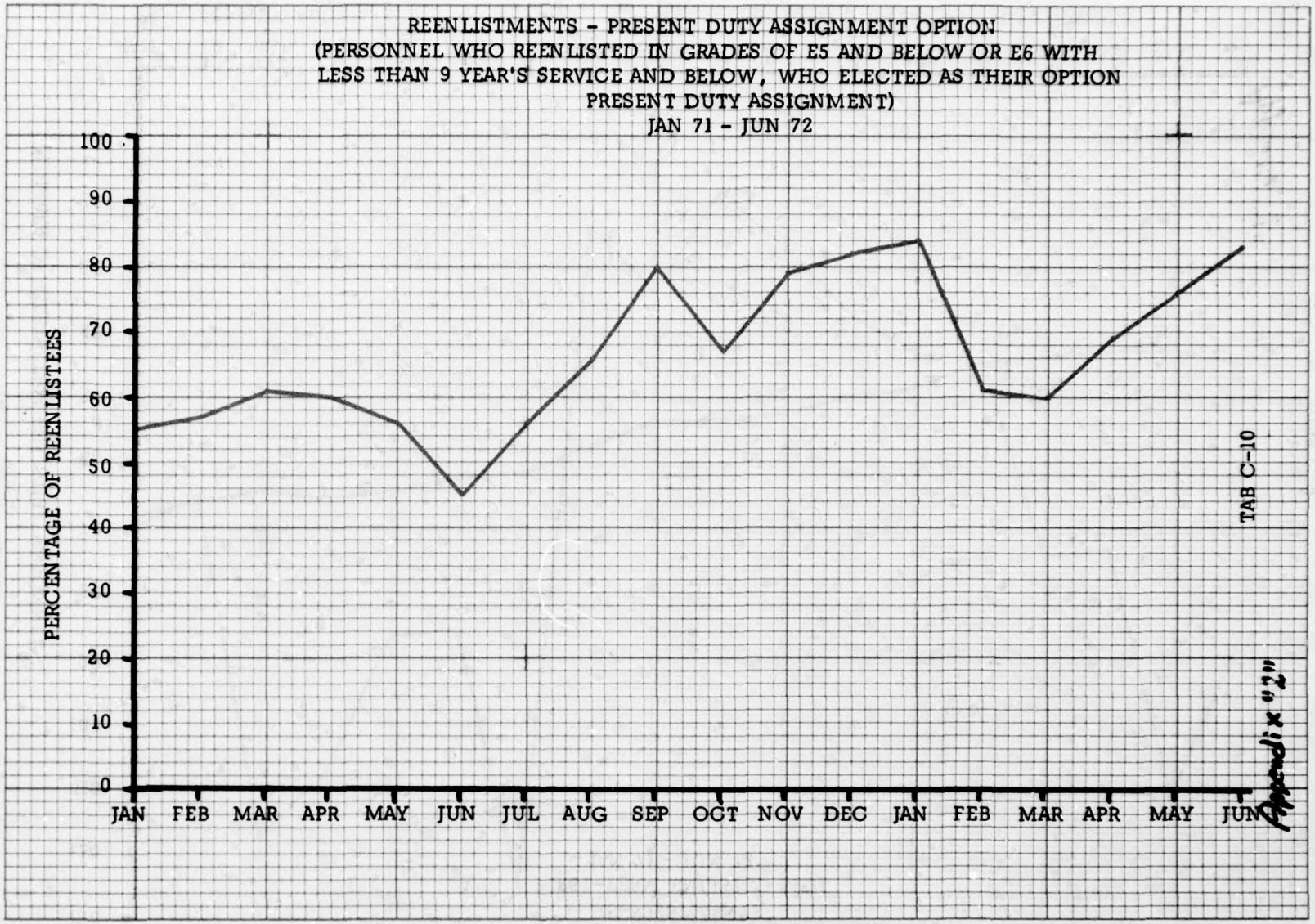
It would appear that the increased personal freedoms and shifts to individual responsibility through "self-discipline", as conferred upon Fort Benning's first-term soldiers have not resulted in significant increases in disciplinary problems as reflected in AWOL rates and the impositions of Court-Martials and Article 15s. On the other hand, during 1971, there were considerable increases in rates of "founded" offenses as reported in the Provost Marshal Activities reports. These increases, although realized, are not specifically identified as having been committed by Fort Benning soldiers. Based on these statistical indicators, it would appear that the Chief of Staff's original guidance for Project VOLAR that "nothing is considered sacrosanct except when military order and discipline---the soul of the Army that insures success on the battlefield---are jeopardized. . ." has been complied with.

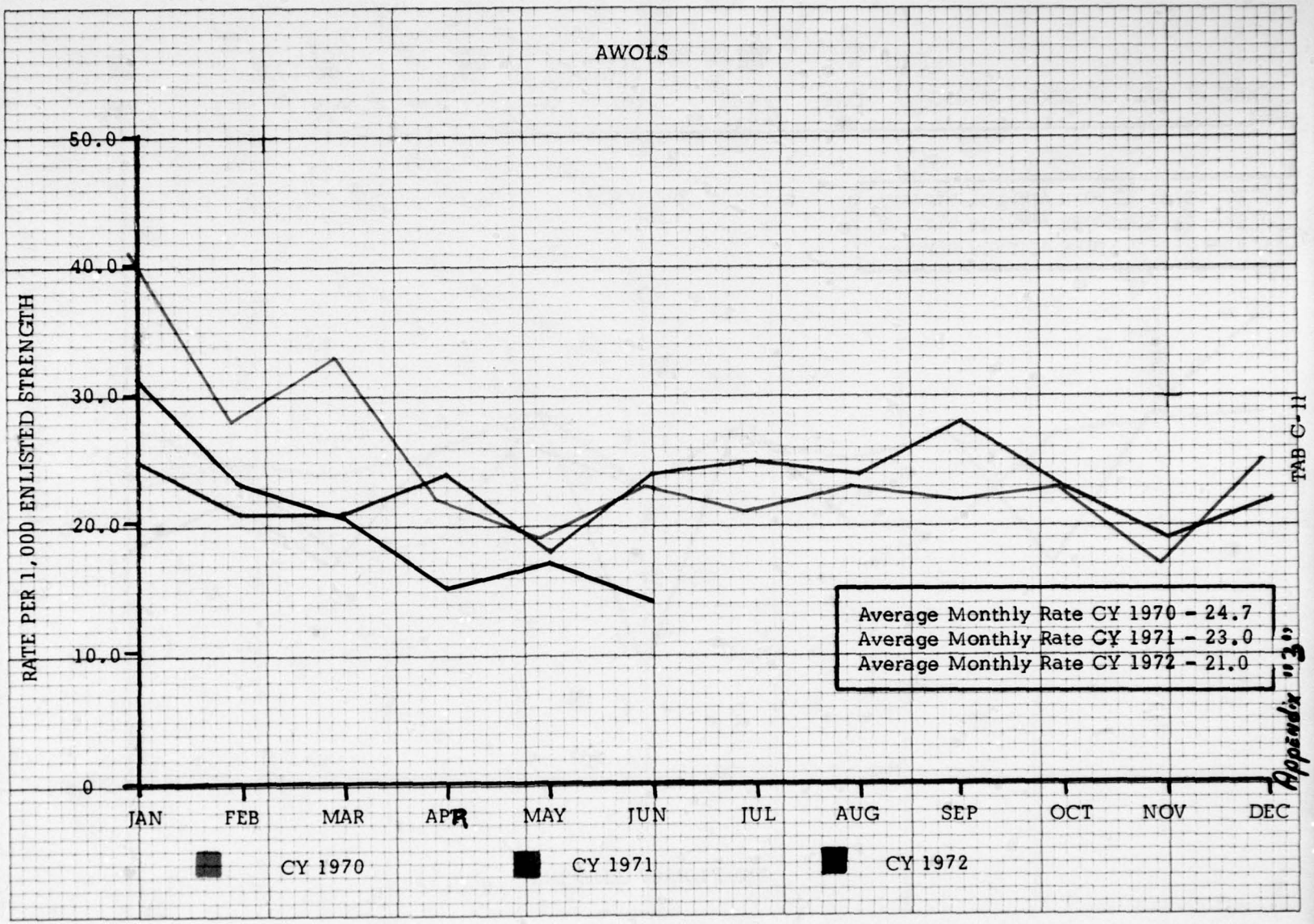
20 Incl
as

ROBERT G. NIVENS
Captain, Infantry
Chief, Evaluation Element


REENLISTMENTS
FIRST-TERM ENLISTED MEN
JAN 71 - JUN 72
NUMBER OF FIRST-TERM ENLISTED PERSONNEL
130
120
110
100
90
80
70
60
50
40
30
20
10
0
JAN FEB MAR APR MAY JUN JUL AUG SEP OCT NOV DEC JAN FEB MAR APR MAY JUN
Actual Reenlistees
.3% of Total Enlisted Operating Strength

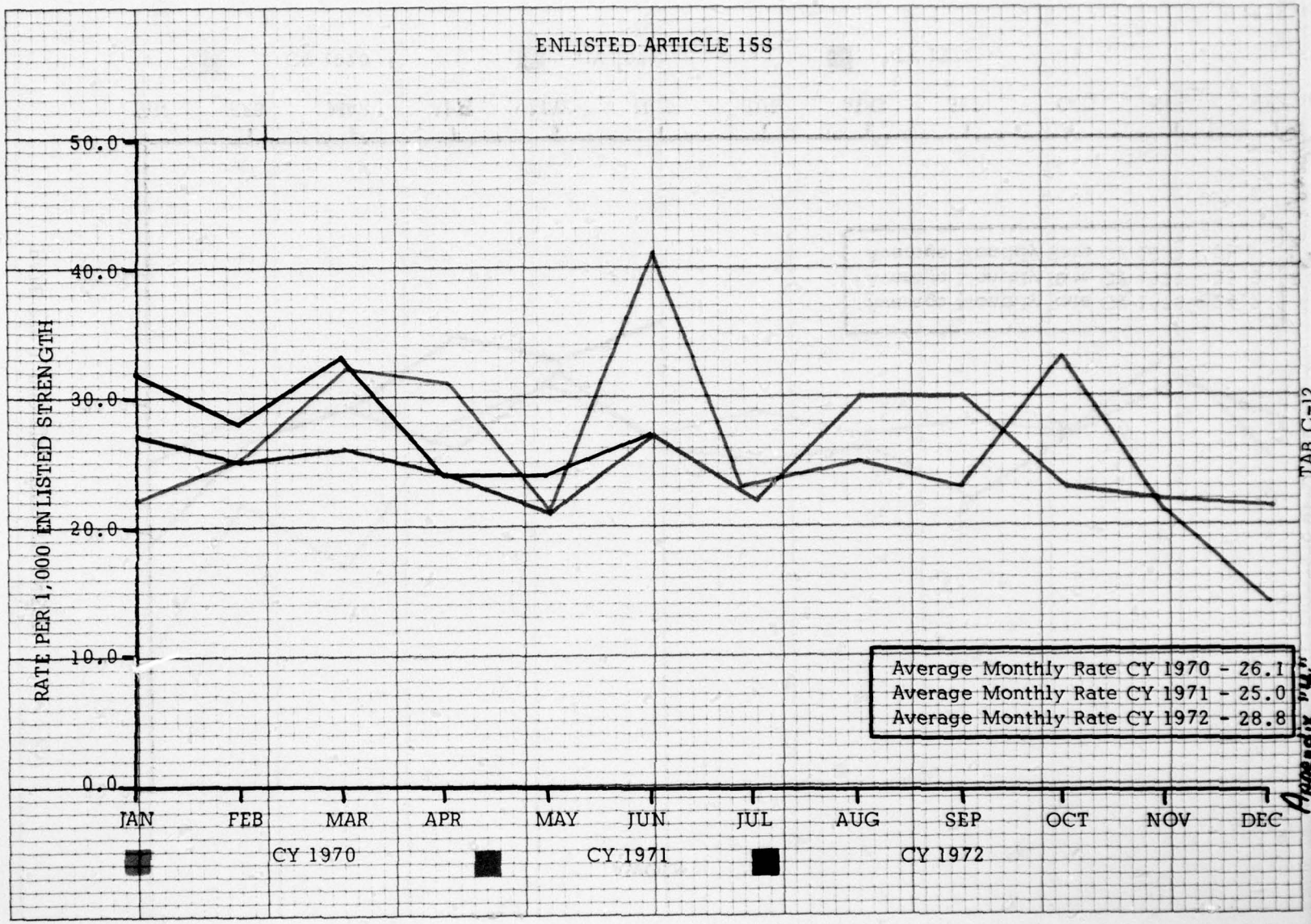
TAB C-9


REENLISTMENTS - PRESENT DUTY ASSIGNMENT OPTION
(PERSONNEL WHO REENLISTED IN GRADES OF E5 AND BELOW OR E6 WITH LESS THAN 9 YEAR'S SERVICE AND BELOW, WHO ELECTED AS THEIR OPTION PRESENT DUTY ASSIGNMENT)
JAN 71 - JUN 72
PERCENTAGE OF REENLISTEES
100
90
80
70
60
50
40
30
20
10
0
JAN FEB MAR APR MAY JUN JUL AUG SEP OCT NOV DEC JAN FEB MAR APR MAY JUN
TAB C-10
Appendix "2"



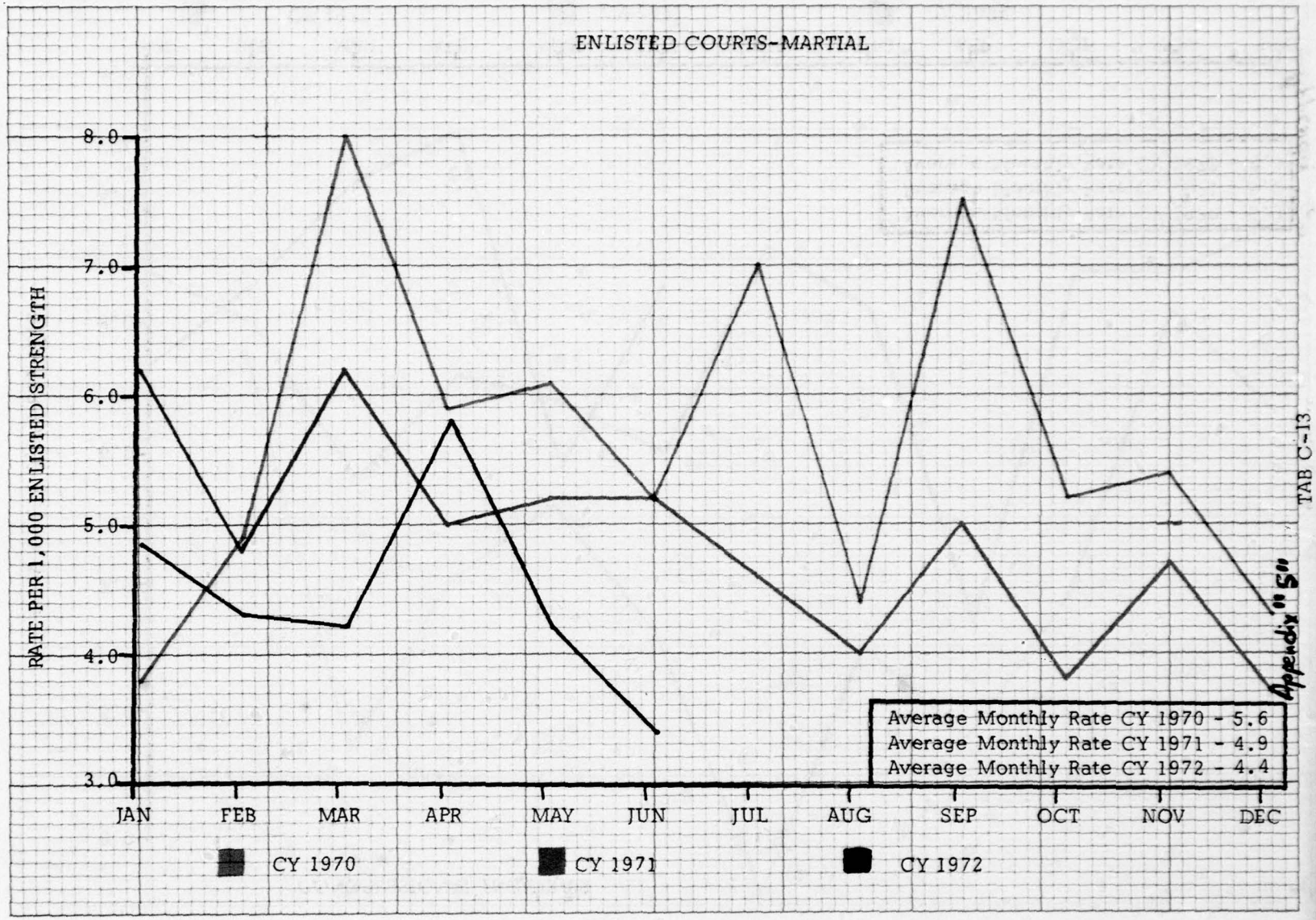
TAB C-11

Appendix "3"



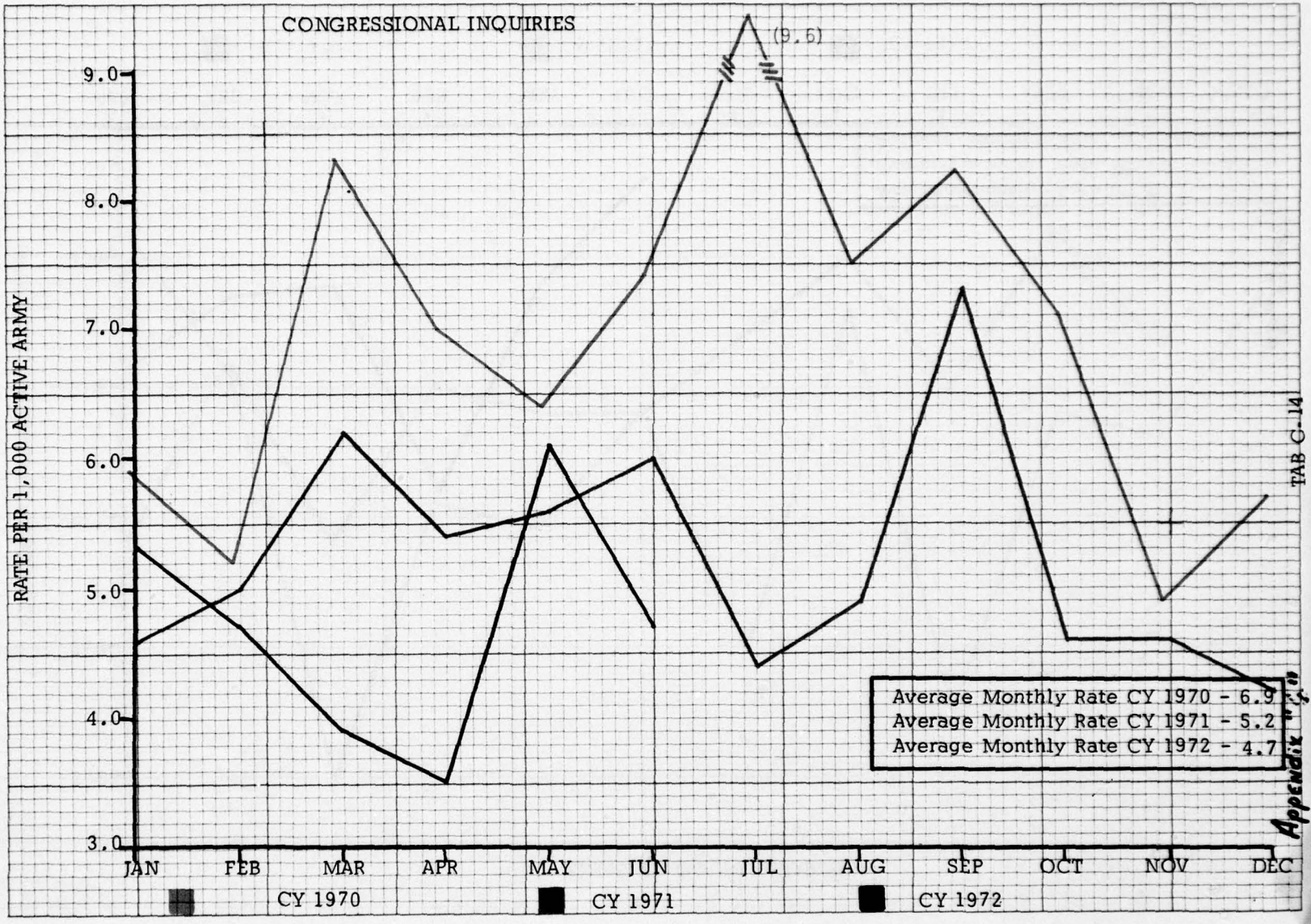
TAB C-12

Appendix "A"



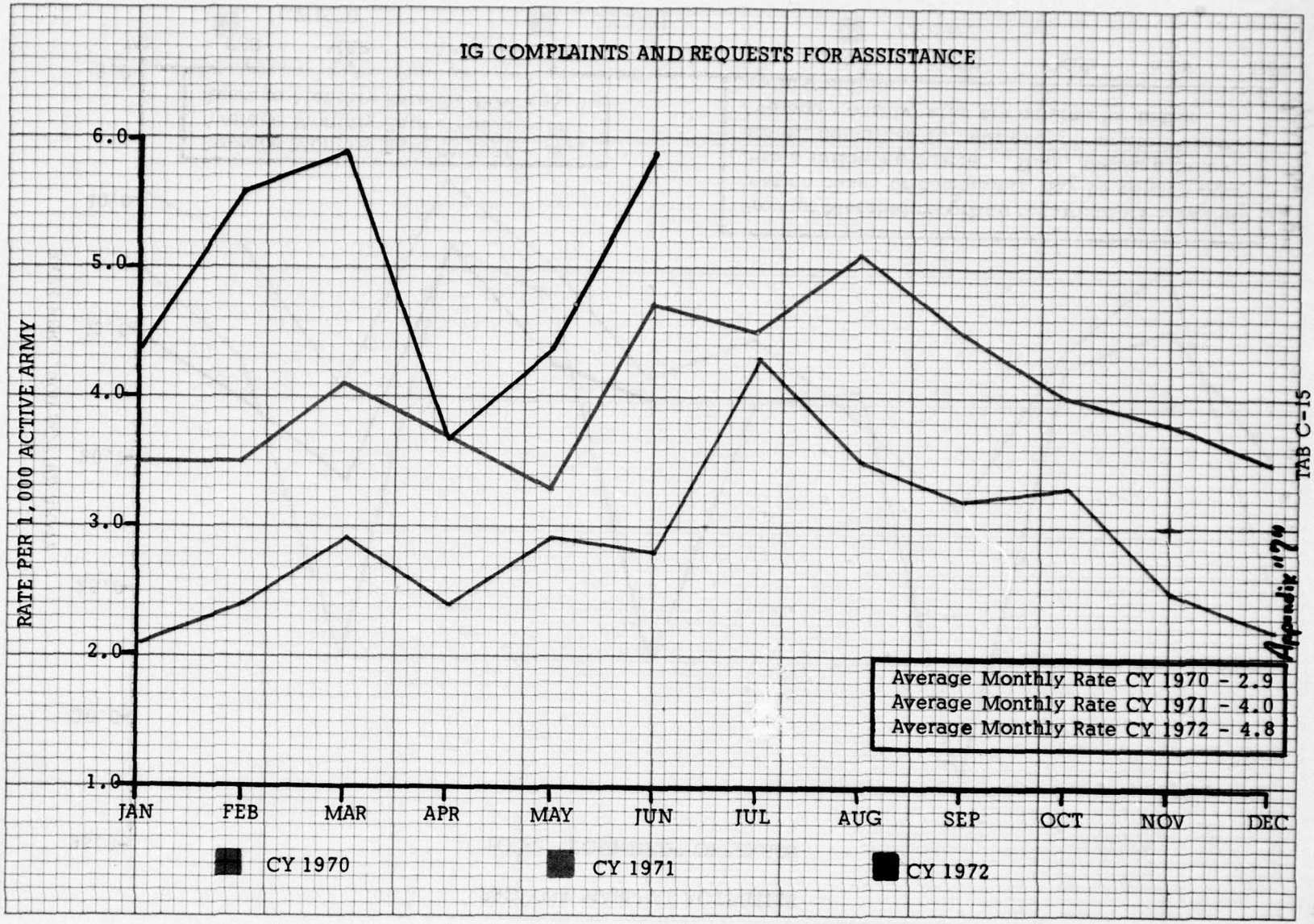
TAB C-13

Appendix "5"



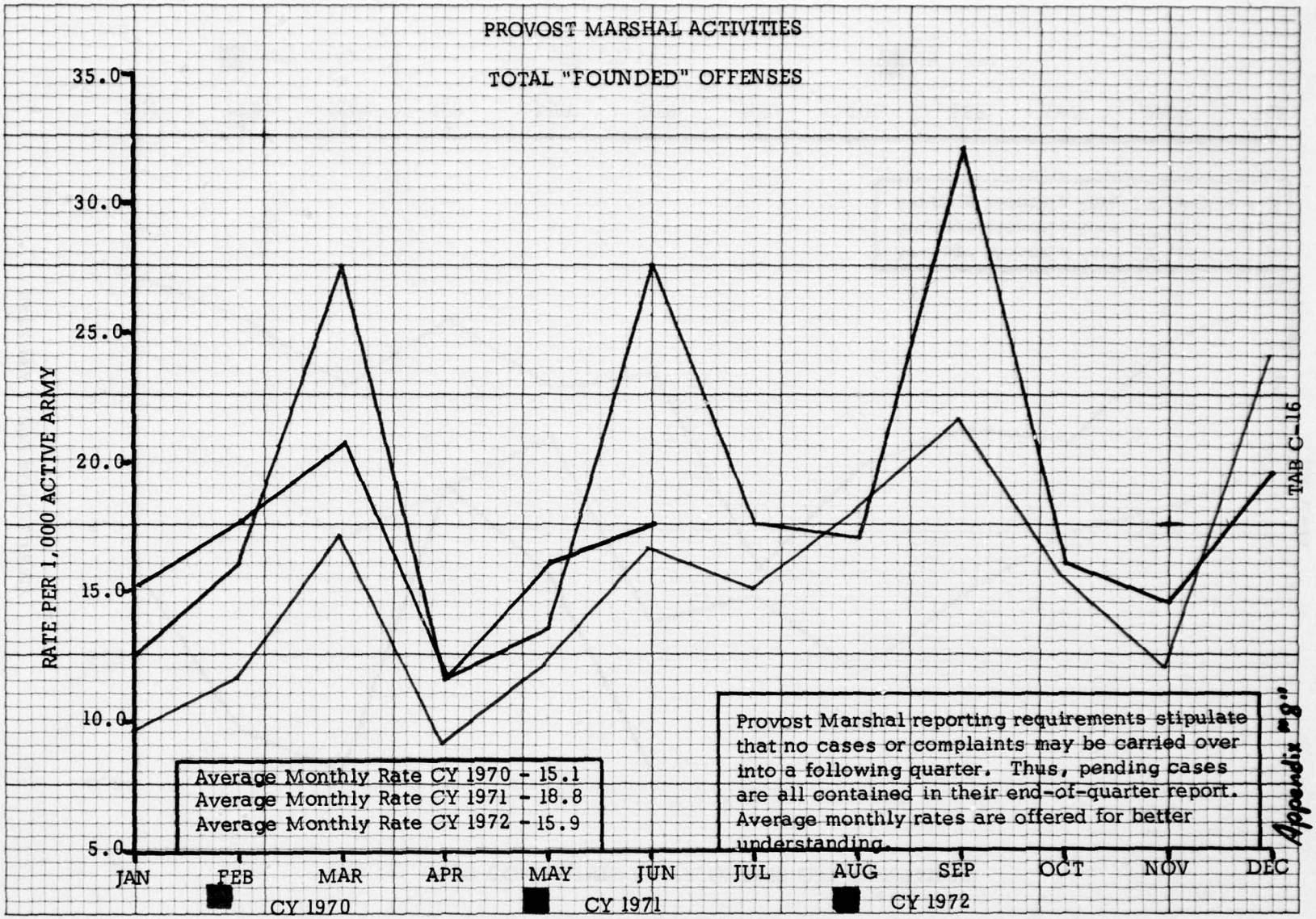
TAB C-14

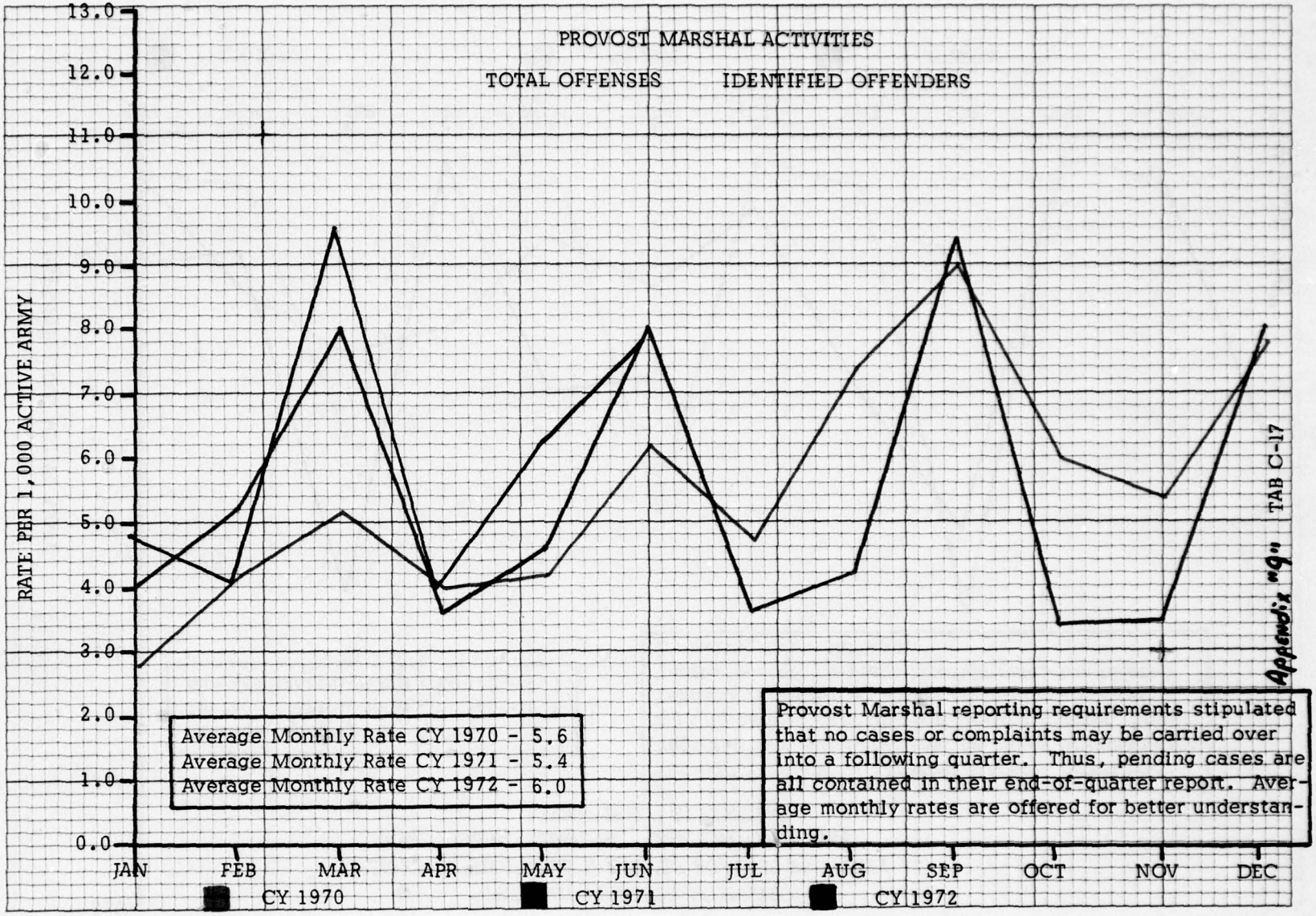
Appendix

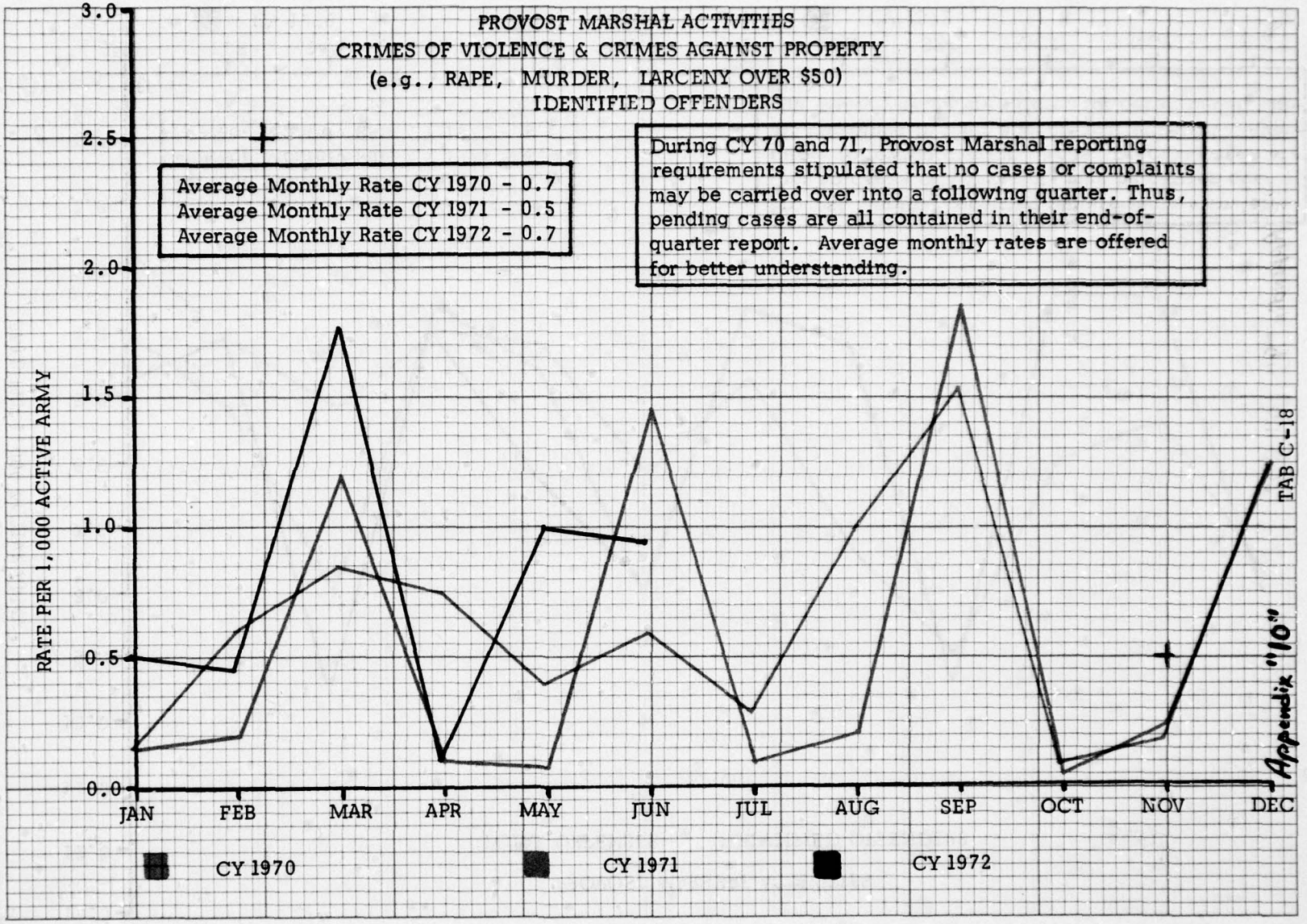


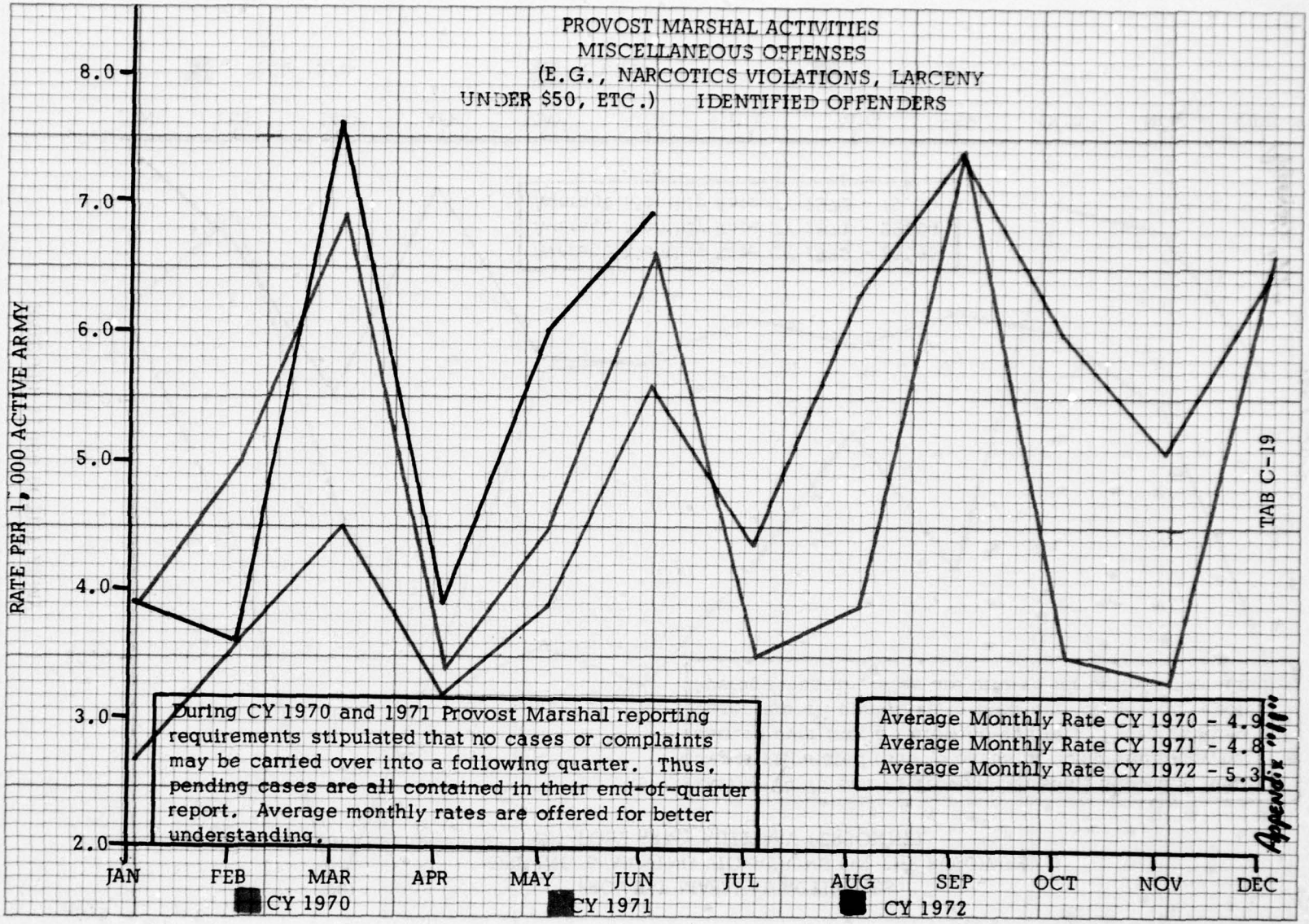
TAB C-15

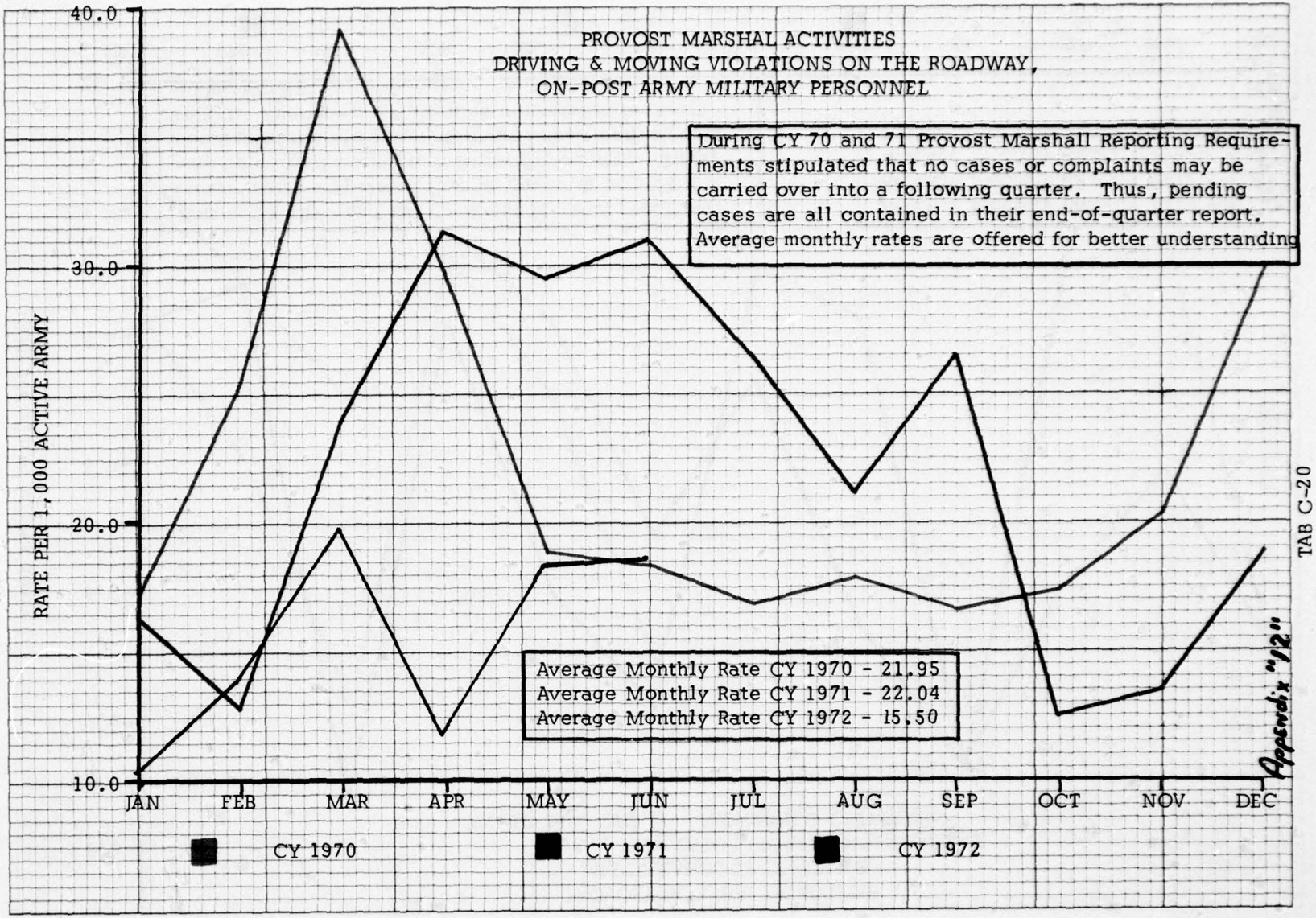
Appendix "29"


PROVOST MARSHAL ACTIVITIES
TOTAL "FOUNDED" OFFENSES
RATE PER 1,000 ACTIVE ARMY
35.0
30.0
25.0
20.0
15.0
10.0
5.0
JAN
FEB
MAR
APR
MAY
JUN
JUL
AUG
SEP
OCT
NOV
DEC
CY 1970
CY 1971
CY 1972
Average Monthly Rate CY 1970 - 15.1
Average Monthly Rate CY 1971 - 18.8
Average Monthly Rate CY 1972 - 15.9
Provost Marshal reporting requirements stipulate that no cases or complaints may be carried over into a following quarter. Thus, pending cases are all contained in their end-of-quarter report. Average monthly rates are offered for better understanding.
TAB C-16
Appendix "B"


PROVOST MARSHAL ACTIVITIES
TOTAL OFFENSES IDENTIFIED OFFENDERS
RATE PER 1,000 ACTIVE ARMY
13.0
12.0
11.0
10.0
9.0
8.0
7.0
6.0
5.0
4.0
3.0
2.0
1.0
0.0
JAN
FEB
MAR
APR
MAY
JUN
JUL
AUG
SEP
OCT
NOV
DEC
CY 1970
CY 1971
CY 1972
Average Monthly Rate CY 1970 - 5.6
Average Monthly Rate CY 1971 - 5.4
Average Monthly Rate CY 1972 - 6.0
Provost Marshal reporting requirements stipulated that no cases or complaints may be carried over into a following quarter. Thus, pending cases are all contained in their end-of-quarter report. Average monthly rates are offered for better understanding.
TAB C-17
Appendix "9"

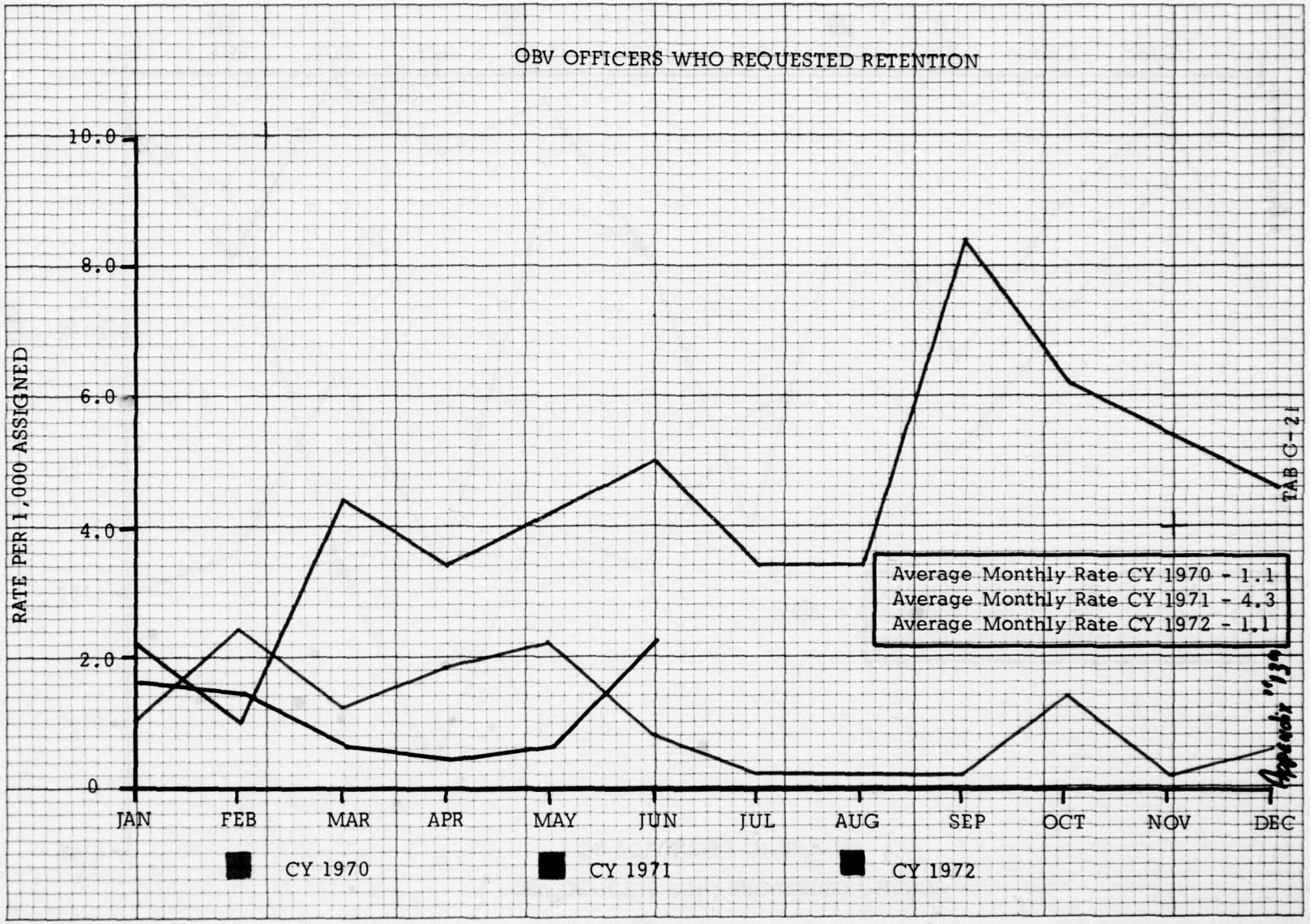

PROVOST MARSHAL ACTIVITIES
CRIMES OF VIOLENCE & CRIMES AGAINST PROPERTY
(e.g., RAPE, MURDER, LARCENY OVER $50)
IDENTIFIED OFFENDERS
Average Monthly Rate CY 1970 - 0.7
Average Monthly Rate CY 1971 - 0.5
Average Monthly Rate CY 1972 - 0.7
During CY 70 and 71, Provost Marshal reporting requirements stipulated that no cases or complaints may be carried over into a following quarter. Thus, pending cases are all contained in their end-of-quarter report. Average monthly rates are offered for better understanding.
RATE PER 1,000 ACTIVE ARMY
3.0
2.5
2.0
1.5
1.0
0.5
0.0
JAN
FEB
MAR
APR
MAY
JUN
JUL
AUG
SEP
OCT
NOV
DEC
CY 1970
CY 1971
CY 1972
TAB C-18
Appendix "10"

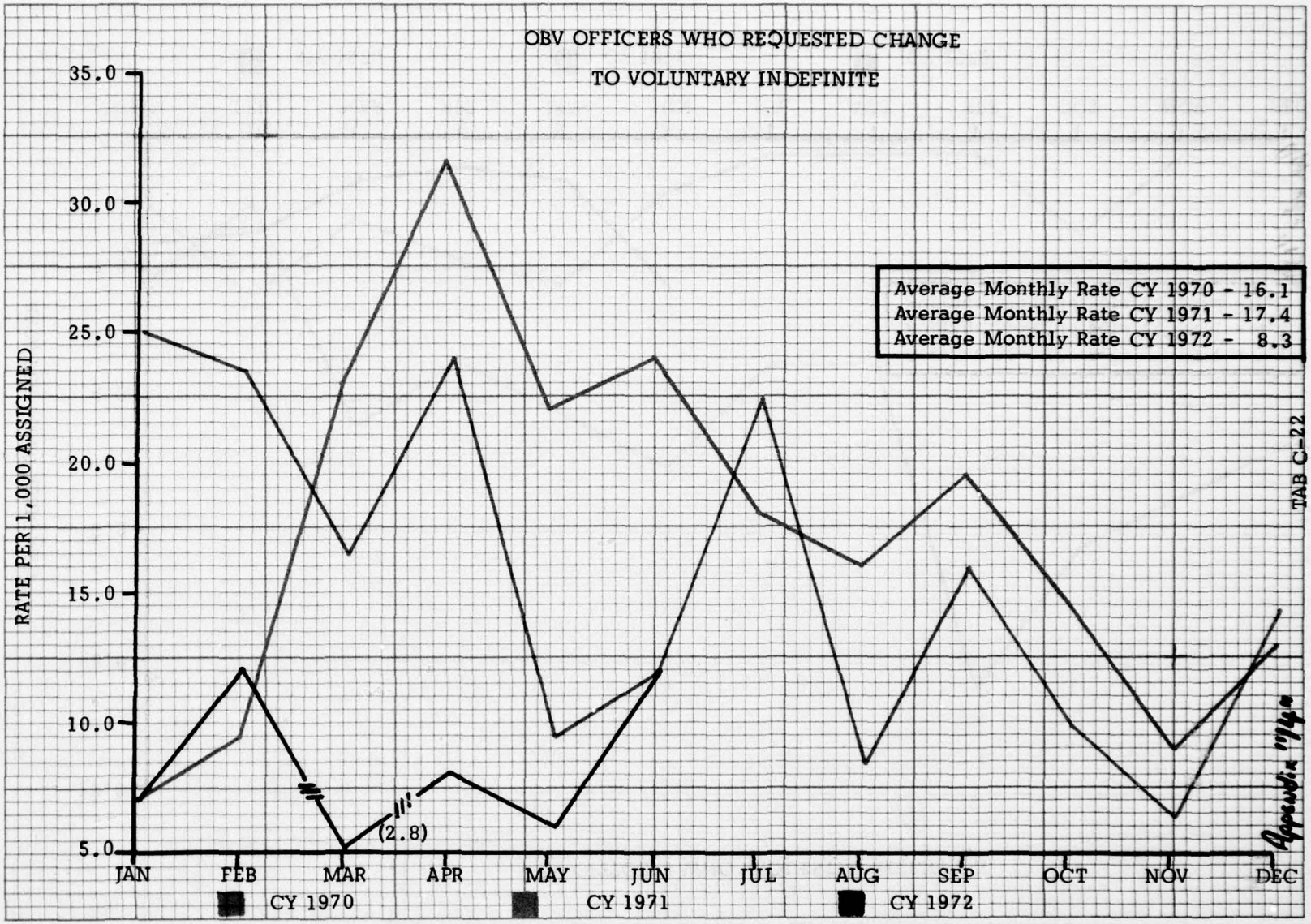

PROVOST MARSHAL ACTIVITIES
MISCELLANEOUS OFFENSES
(E.G., NARCOTICS VIOLATIONS, LARCENY UNDER $50, ETC.) IDENTIFIED OFFENDERS
RATE PER 1,000 ACTIVE ARMY
8.0
7.0
6.0
5.0
4.0
3.0
2.0
JAN
FEB
MAR
APR
MAY
JUN
JUL
AUG
SEP
OCT
NOV
DEC
CY 1970
CY 1971
CY 1972
During CY 1970 and 1971 Provost Marshal reporting requirements stipulated that no cases or complaints may be carried over into a following quarter. Thus, pending cases are all contained in their end-of-quarter report. Average monthly rates are offered for better understanding.
Average Monthly Rate CY 1970 - 4.9
Average Monthly Rate CY 1971 - 4.8
Average Monthly Rate CY 1972 - 5.3
TAB C-19
Appendix "III"

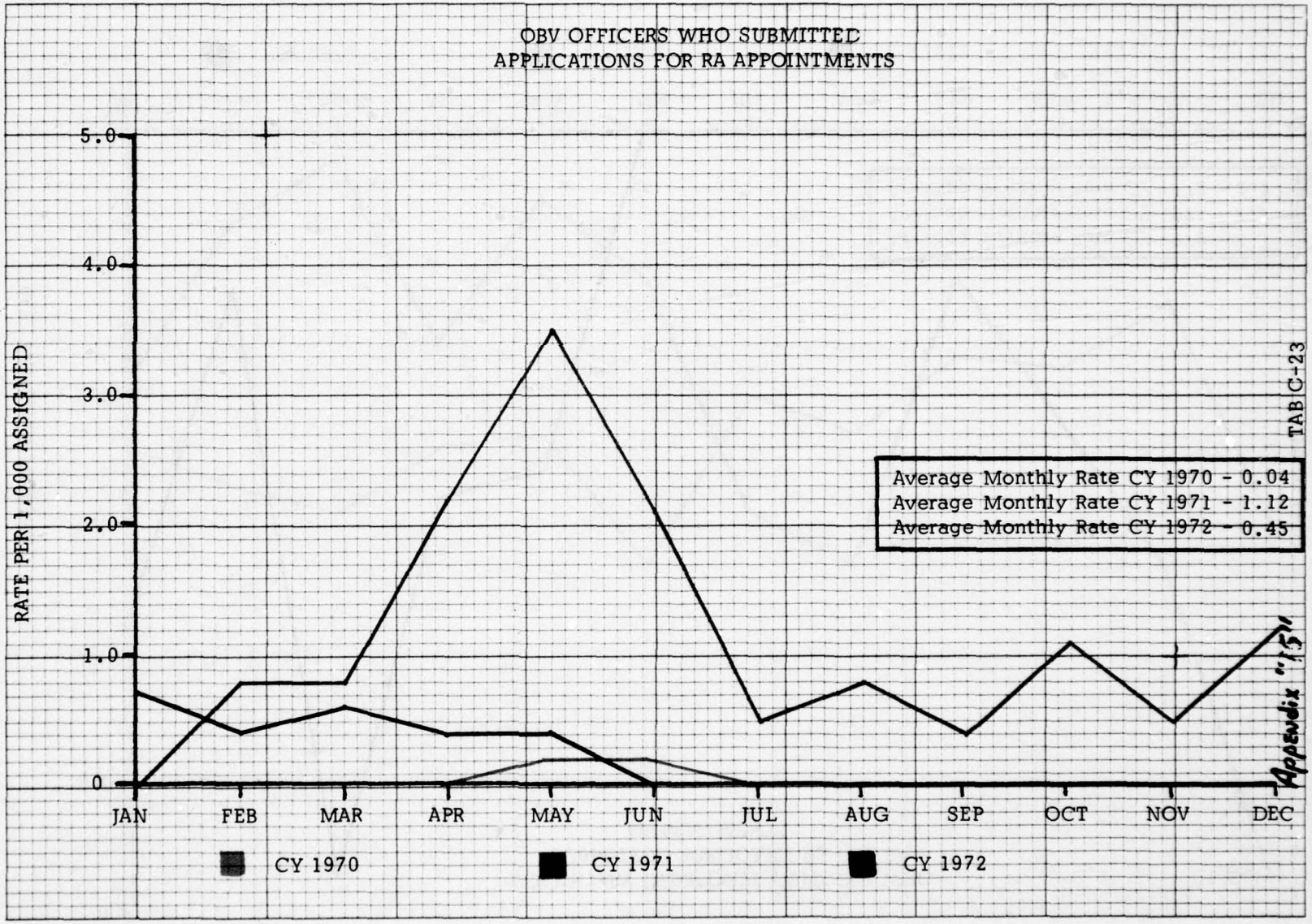


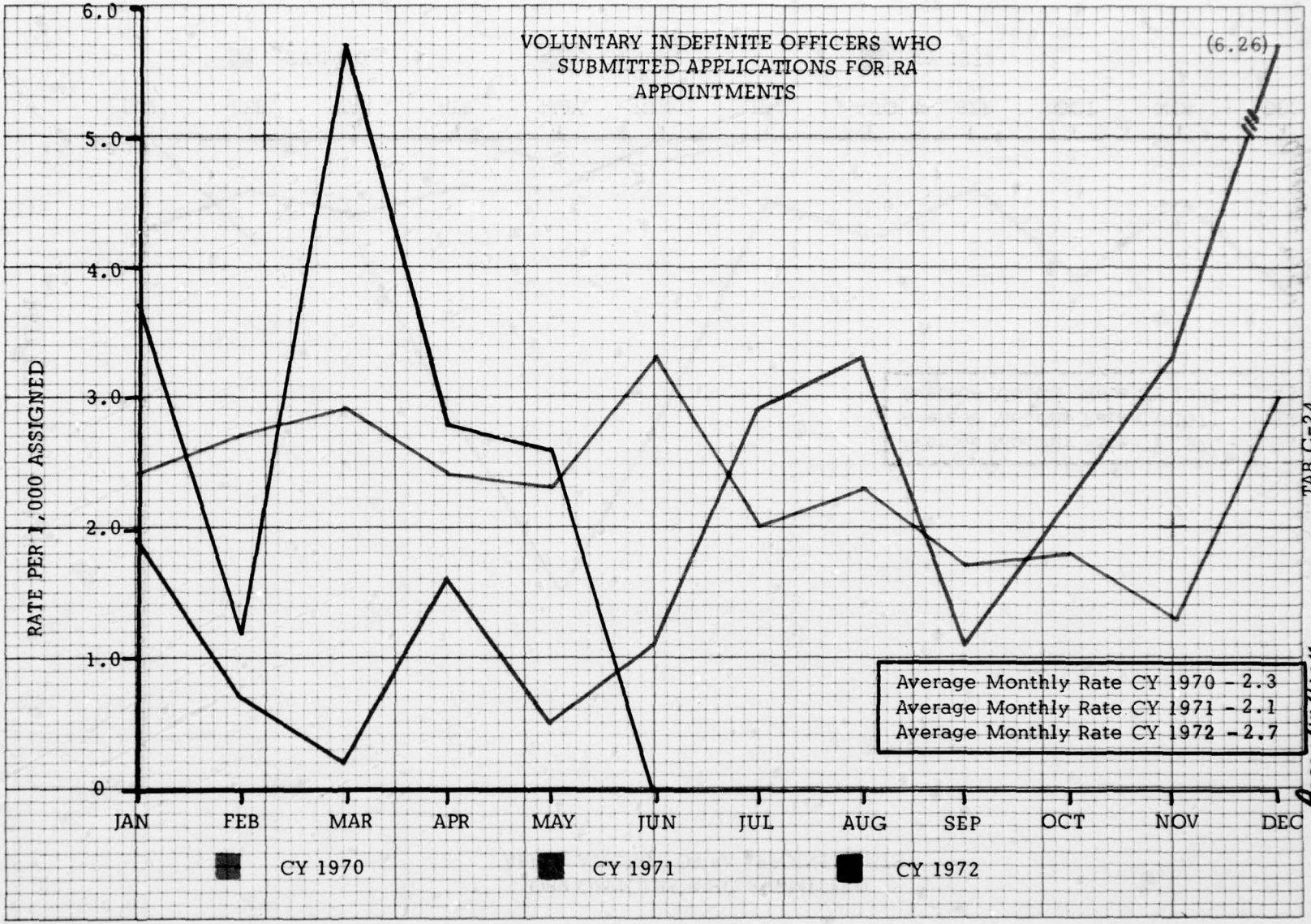
TAB C-20

Appendix "12"


OBV OFFICERS WHO REQUESTED RETENTION
RATE PER 1,000 ASSIGNED
10.0
8.0
6.0
4.0
2.0
0
JAN
FEB
MAR
APR
MAY
JUN
JUL
AUG
SEP
OCT
NOV
DEC
CY 1970
CY 1971
CY 1972
Average Monthly Rate CY 1970 - 1.1
Average Monthly Rate CY 1971 - 4.3
Average Monthly Rate CY 1972 - 1.1
TAB G-21
Appendix "G"

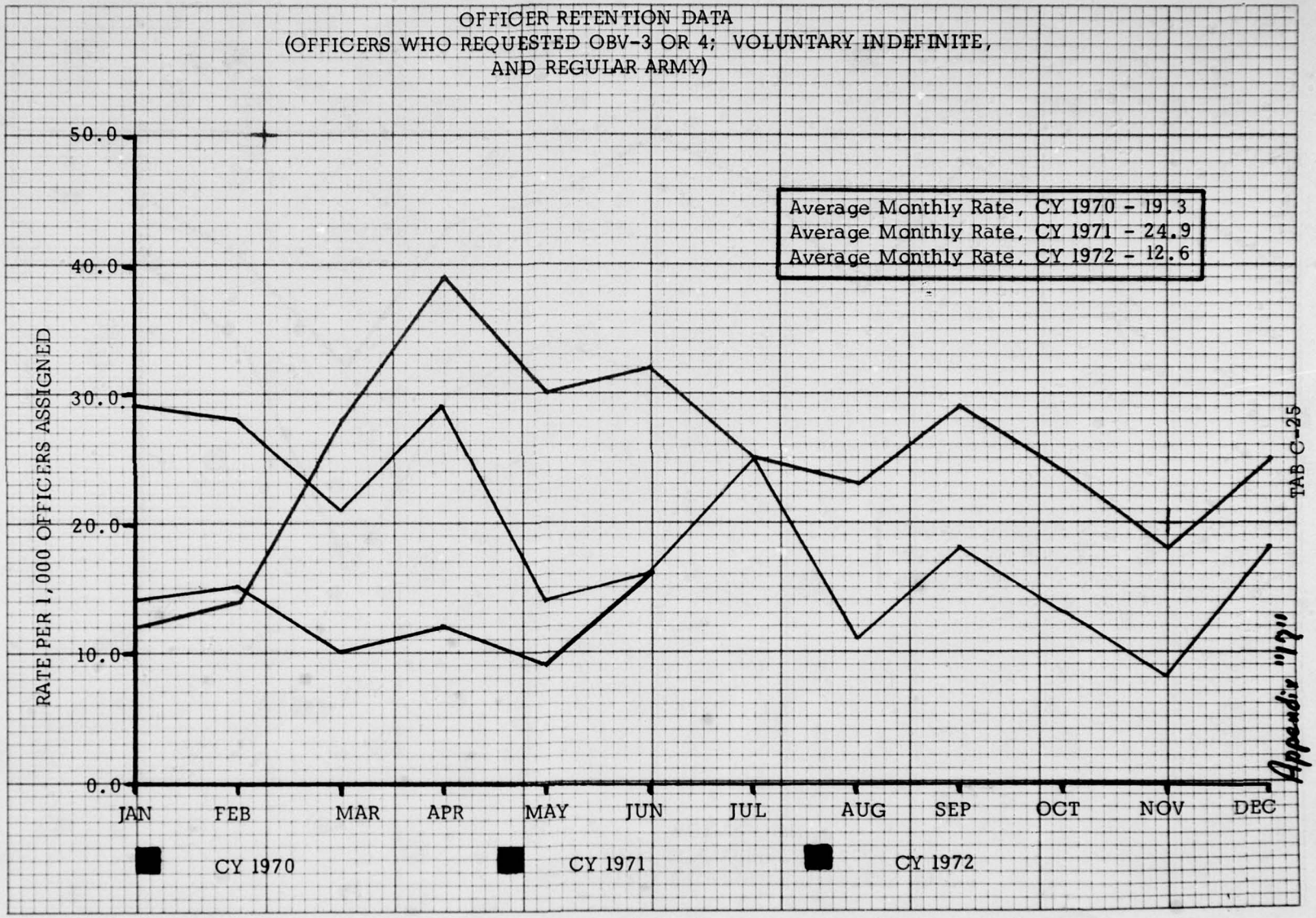

OBV OFFICERS WHO REQUESTED CHANGE
TO VOLUNTARY INDEFINITE
RATE PER 1,000 ASSIGNED
35.0
30.0
25.0
20.0
15.0
10.0
5.0
(2.8)
JAN
FEB
MAR
APR
MAY
JUN
JUL
AUG
SEP
OCT
NOV
DEC
CY 1970
CY 1971
CY 1972
Average Monthly Rate CY 1970 - 16.1
Average Monthly Rate CY 1971 - 17.4
Average Monthly Rate CY 1972 - 8.3
TAB C-22
Appendix "H"


OBV OFFICERS WHO SUBMITTED
APPLICATIONS FOR RA APPOINTMENTS
RATE PER 1,000 ASSIGNED
5.0
4.0
3.0
2.0
1.0
0
JAN
FEB
MAR
APR
MAY
JUN
JUL
AUG
SEP
OCT
NOV
DEC
CY 1970
CY 1971
CY 1972
Average Monthly Rate CY 1970 - 0.04
Average Monthly Rate CY 1971 - 1.12
Average Monthly Rate CY 1972 - 0.45
TAB C-23
Appendix "15"



TAB C-24

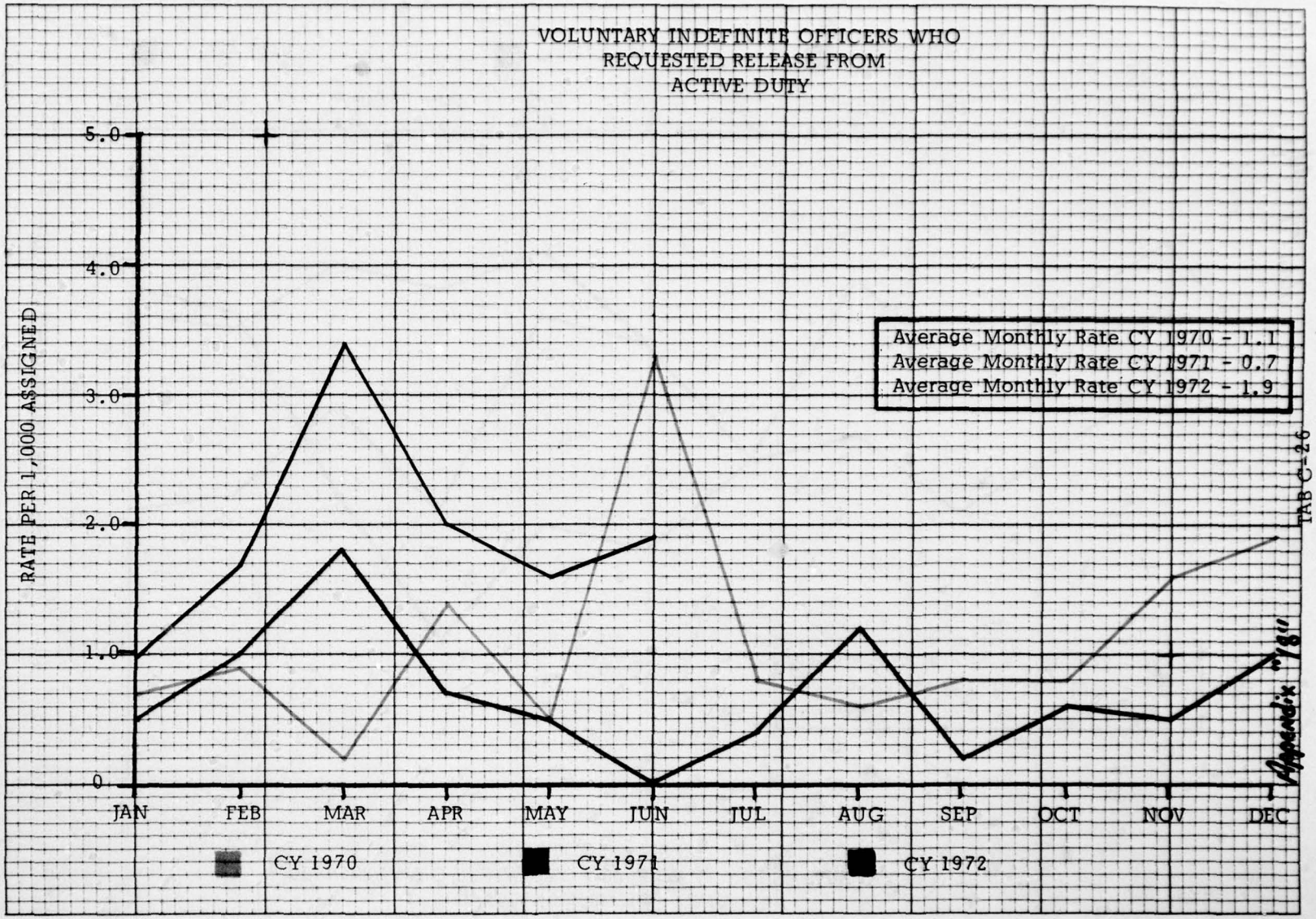
Appendix "C"

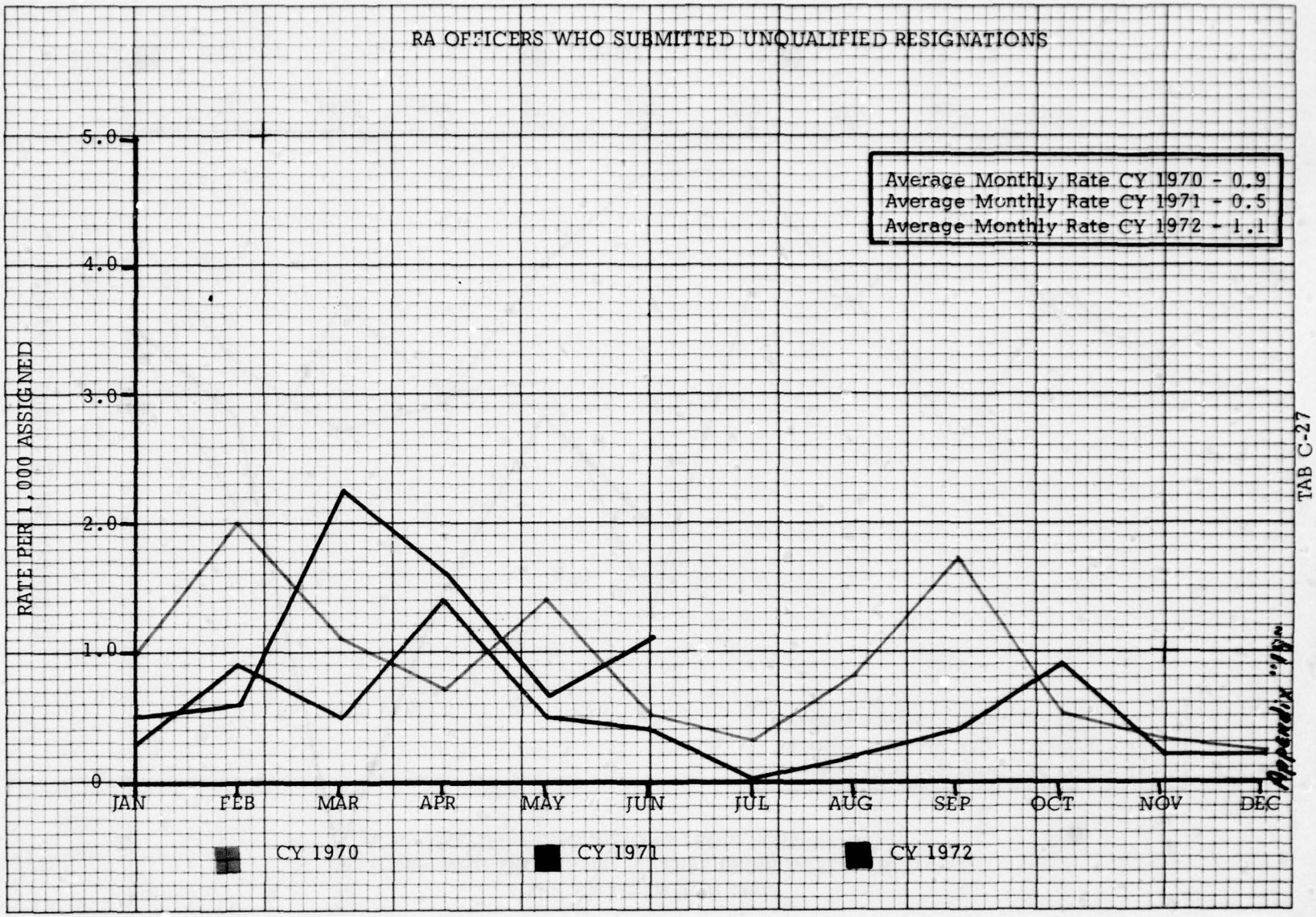


TAB C-25

Appendix "C"

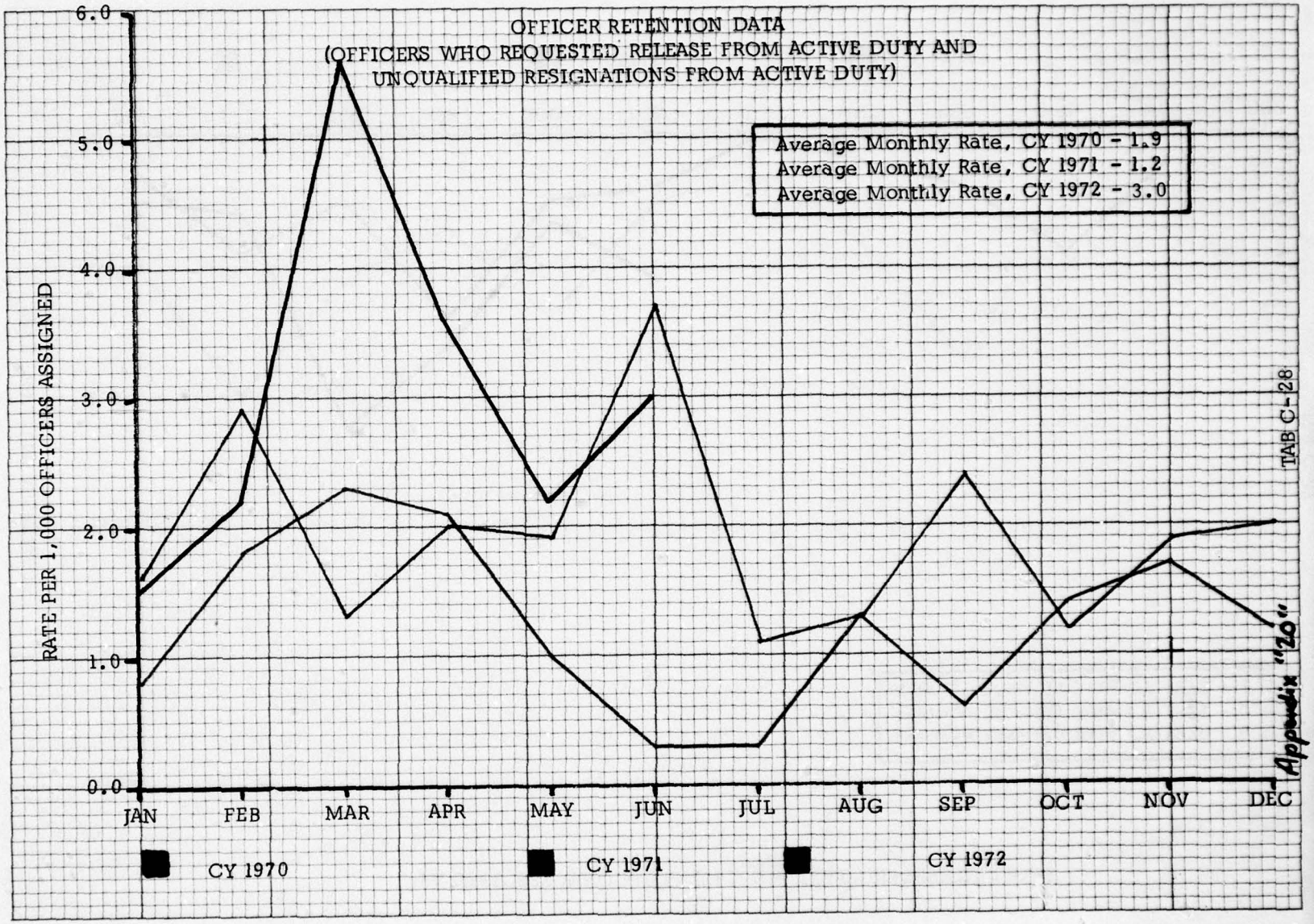
67817 Sig 21


VOLUNTARY INDEFINITE OFFICERS WHO
REQUESTED RELEASE FROM
ACTIVE DUTY
RATE PER 1,000 ASSIGNED
5.0
4.0
3.0
2.0
1.0
0
JAN
FEB
MAR
APR
MAY
JUN
JUL
AUG
SEP
OCT
NOV
DEC
Average Monthly Rate CY 1970 - 1.1
Average Monthly Rate CY 1971 - 0.7
Average Monthly Rate CY 1972 - 1.9
CY 1970
CY 1971
CY 1972
TAB C-26
Appendix #18



TAB C-27

Appendix "B"


OFFICER RETENTION DATA
(OFFICERS WHO REQUESTED RELEASE FROM ACTIVE DUTY AND
UNQUALIFIED RESIGNATIONS FROM ACTIVE DUTY)
Average Monthly Rate, CY 1970 - 1.9
Average Monthly Rate, CY 1971 - 1.2
Average Monthly Rate, CY 1972 - 3.0
RATE PER 1,000 OFFICERS ASSIGNED
6.0
5.0
4.0
3.0
2.0
1.0
0.0
JAN
FEB
MAR
APR
MAY
JUN
JUL
AUG
SEP
OCT
NOV
DEC
CY 1970
CY 1971
CY 1972
TAB C-28
Appendix "20"

TAB D

EVALUATION OF SECTION V, USAIS EDUCATION AND TRAINING ACTIONS

to

THE FORT BENNING PLAN FOR A

MODERN VOLUNTEER ARMY

FY 72

EVALUATION OF EDUCATION AND TRAINING ACTIONS

1. PURPOSE: To provide an evaluation of specific Education and Training Actions implemented by the United States Army Infantry School as part of the Fort Benning Plan for Movement Toward A Modern Volunteer Army.

2. BACKGROUND:

a. The VOLAR experiment at Fort Benning addressed those measures taken to improve the quality of service experience for Fort Benning personnel. Although the major thrust of the experiment focused primarily on the life style, professionalism and attitudes of the post population, an inherent aspect of the plan was the Infantry School's contribution which was the offering of Education and Training Programs designed to attract, train, and motivate young combat leaders (officer and NCO) who attended courses at the Infantry School to choose a career in the Army and to prepare them to more effectively lead young volunteer soldiers.

b. To accomplish these objectives, the Infantry School selected 59 actions for inclusion in the VOLAR test conducted during the period 1 Jan - 30 Jun 71. These actions encompassed: The upgrading of Programs of Instruction, Advanced Instructional Techniques, and Specialized Education and Training Procedures that were in being at the outset of the VOLAR test, but which supported the overall VOLAR concept of contributing to the continual growth and development of the soldier personally, professionally, and educationally, as he progressed through the Army Service School System; special Education and Training Innovations which were selected for implementation and evaluation during the test period; and those actions designed to provide special assistance to Army Training Centers involved in the VOLAR Test Program.

c. The preliminary results of the evaluation of the Infantry School's Education and Training Actions for the 1 Jan - 30 Jun 71 test period were published in the Fort Benning Installation Evaluation Report, Modern Volunteer Army Experiment - 1971. The evaluation procedures were of necessity specific and related to each individual action due to the fact that ultimate evaluation of each item and its impact as to whether or not it influenced career intentions and image of the Army can only be evaluated in the total context of all other actions. In lieu of an in-depth longitudinal study which is outside the purview of the Infantry School, the consensual judgements made by the Evaluation Element of the Control Group for the Benning Plan were often the only possible measures available to determine whether or not an item had any direct bearing on soldier decisions to stay in the Army or their general favorable or unfavorable impression of the Army. Overall, it was determined that the programs had been successful in accomplishing

their stated objectives of providing specific activities which would attract, train, and motivate young combat leaders to choose a career in the Army.

3. FY72 PLAN:

a. Of the 59 actions contained in the Education and Training Addendum to the Benning Plan for the initial test period (1 Jan - 30 Jun 71), 46 were retained for monitoring and/or further evaluation during the VOLAR 72 test period and incorporated into Section V of the Benning Plan for FY72. The 13 items not carried forward into FY72 were either incorporated into other projects, considered one time actions, or eliminated as having been completed and incorporated into the operation of the Infantry School. The retained actions were grouped into the following two categories in the FY72 Benning Plan.

(1) Part A (41 actions) - Programs of Instruction, Advanced Instructional Techniques and Specialized Education and Training Procedures that were: In support of the VOLAR concept and had been previously evaluated but required continued monitoring; implemented to enhance the VOLAR concept at USAIS during the continued test period; and those actions designed to provide assistance to VOLAR tests at Fort Carson and Fort Ord.

(2) Part B (5 actions) - Actions that were partially implemented and evaluated during the initial VOLAR test at USAIS (1 Jan - 30 Jun 71) and new actions approved for evaluation during the FY72 VOLAR test.

b. The implementation, management, and control of the Education and Training Actions were accomplished through the quality control elements and control procedures outlined in Sections VI and VII of the FY72 Benning Plan. Additional procedures were implemented as required by the USAIS Staff and Faculty.

4. OVERALL EVALUATION RESULTS:

a. General - The procedures used for the evaluation of the Education and Training Items contained in the Benning Plan during the 18 month test period were of necessity specific and related to each individual action. Consequently, the conclusions reached were a consensual judgement by the evaluators which was based on a subjective analysis of the data collected.

b. Questionnaire Survey:

(1) In an attempt to gather empirical data on the impact of the Education and Training Actions, an opinion questionnaire was administered to selected personnel from the Infantry School population. This questionnaire addressed 39 of the USAIS actions and was administered during the 2d, 3d, and 4th quarters of FY72.

(2) Since no data were collected using these questionnaires prior to the implementation of the Infantry School's VOLAR actions, it is not possible to report how effective these actions have been on attitude change, career intentions, or the professionalism of the Infantry School. Rather, these data indicate to what extent individuals within the School felt that the actions contributed to professionalism, the creation of more favorable attitudes toward the Army, an assessment of the general educational effectiveness of the Infantry School, and the differences in attitude between those who expressed positive career intentions and those who were undecided or expressed an intention to leave the Army upon completion of their current tour.

(3) Considerable fluctuation in group attitudes occurred between the first survey conducted in November 1971 and the second survey administered in May 1972. It was not readily apparent whether these changes were due wholly to the individual actions or to significant differences in the background of the personnel making up the samples as well as significant changes within the Army as a whole. Most probably, these changes were due to a combination of these variables.

(4) In general, the second survey revealed that the IOAC, IOBC, and NCOC/NCOES groups' opinions of VOLAR actions were less positive while the opinions of the OCS group were more positive when compared with the results of the first survey. The following factors in all probability influenced these changes. The first survey was administered to groups who were exposed to the pre and post VOLAR conditions and consequently were able to discern and appreciate the marked contrast between the two environments and observe that positive efforts were being taken by the "institution" to upgrade their "life style" and working conditions. Their exposure to this contrast may have resulted in exceptionally high baseline data. By the second administration of the survey, life styles had changed as a result of VOLAR actions, and the contrast between the "old" and "new" environment was not as markedly evident. The groups surveyed were accustomed to the post VOLAR environment and considered it the norm. Therefore, it was to be expected that they would not be as favorably impressed as were the groups initially surveyed. The following additional factors are considered to have influenced the less positive opinions of the surveyed groups. The IOAC group appeared to be frustrated by the concern resulting from the RIF; the feeling that VOLAR actions were almost exclusively geared toward first termers and a tougher, generally more challenging academic environment. These combined factors appear to have had a definite impact on the attitudes expressed by the IOAC group. The IOBC group sampled in November 1971 contained 28% ADT officers whereas the May 1972 sample contained 96% of this category. Some lowering of attitudes appears inevitable under those circumstances. In the NCOC group, the population sample changed dramatically between the first and second survey. NCOC was replaced by NCOES. These are vastly different level courses. Additionally, the average service for NCOC students was less than six months while the

average service for NCOES students was 34 months. This is believed to be a factor in the lower opinions of VOLAR actions during the second survey.

(5) Although the results of the second survey were somewhat less positive than the results of the first, the combined averages of all groups revealed that the actions implemented by the Infantry School were generally viewed by all groups as positively contributing to the MVA goals of increased professionalism and the creation of more favorable attitudes toward the Army. Additionally, the surveys gave high ratings to the educational effectiveness of the Infantry School.

(6) The results of the data derived from the questionnaire administrations are contained in Section 1 of this TAB.

c. Part A Actions:

(1) The 41 actions contained in Part A of the Education and Training Section to the FY72 Benning Plan were implemented, evaluated, and found to be successful during the six months VOLAR test period at USAIS (1 Jan - 30 Jun 71). These actions were continued and monitored by USAIS during the FY72 VOLAR program.

(2) Thirty-eight of the actions have continued to contribute to the VOLAR objectives and have been incorporated as a permanent part of USAIS on-going activities and thirty-six of these are recommended for adoption at other Service Schools.

(3) Of the remaining three items, two were found desirable but discontinued due to POI constraints, i.e., Peer Evaluation and Real World Problems Encountered by Newly Commissioned Officers - IOBC; the other item, Additional Training for Newly Commissioned Officers assigned to Fort Ord and Fort Carson was deleted due to the fact that it was found to be repetitive of instruction conducted at these posts as part of their VOLAR Programs.

(4) A detailed discussion/analysis of each of the Part A Education and Training Actions is at Section 2 of this TAB.

d. Part B Actions:

(1) The five actions contained in Part B of the Education and Training Section of the FY72 Benning Plan were not fully implemented and evaluated during the initial six month VOLAR test period at USAIS (1 Jan - 30 Jun 71). During FY72 four of these actions have been fully implemented, evaluated, and found to support the VOLAR objectives.

(2) Due to its long term nature, the remaining action (conversion to Color TV) has not been fully implemented or evaluated. However, preliminary results indicate that the action will be in consonance with the VOLAR objectives.

(3) A detailed discussion/analysis of each of the Part B Education and Training Actions is at Section 3 of this TAB.

5. OVERALL EVALUATION - It is the consensual judgement of the evaluators, validated by the results of opinion surveys, that the actions implemented by the United States Army Infantry School in support of the Fort Benning Plan for Movement Toward a Modern Volunteer Army, taken collectively, did in fact accomplish their stated objectives of upgrading the excellence of the Infantry School as an educational institution, enhancing the professionalism of the School's Staff and Faculty, and providing specific measures which better trained, motivated and favorably influenced the young combat leaders who make up the USAIS Student Body to choose a career in the Army.

SECTION I

ANALYSIS OF QUESTIONNAIRE DATA

U. S. ARMY INFANTRY HUMAN RESEARCH UNIT
U. S. CONTINENTAL ARMY COMMAND
P. O. BOX 2086
FORT BENNING, GEORGIA 31905

ATIT-STM-STIN 8 June 1972

SUBJECT: Analysis of Questionnaire Data - USAIS Education and Training Actions - FY72

INTRODUCTION:

In order to obtain empirical data on selected group attitudes toward the Education and Training Actions implemented by the United States Army Infantry School as part of the FY72 Fort Benning Plan for a Modern Volunteer Army, fifty personnel were randomly selected from five different groups (IOAC, IOBC, OCS, NCOC/NCOES and Cadre/Staff and Faculty) and administered opinion questionnaires under classroom conditions during the 2d, 3d, and 4th quarters of FY72.

Since no baseline data were collected with these questionnaires prior to the implementation of the Infantry School's Modern Volunteer Army actions, it is not possible in this evaluation to establish that these actions have had an effect on attitudes, career intentions, or the professionalism of the Infantry School. Rather, these data indicate to what extent members of these five groups feel that these actions contribute to professionalism, creation of more favorable attitudes toward the Army, their feelings of the general educational effectiveness of the School, and differences in attitude among those who express positive career intentions of staying in the Army as opposed to those who are undecided about their Army career intentions and those who express the intention of leaving the Army at the end of their present tour. These data will also show differences in attitudes which occurred among the three test periods. The time comparisons in this report will be primarily those of November 1971 and May 1972.

METHOD:

The response distributions mean, and standard deviation for each item in the questionnaire were computed for each of the five primary groups: IOAC, IOBC, OCS, NCOC, and Cadre/Staff & Faculty and for the total sample. The central tendency and variance of the responses of the five major groups on each item from the November 1971 survey and the May 1972 survey were examined for significant changes over time by using t-tests of significance.

ATIT-STM-STIN 8 June 1972
SUBJECT: Analysis of Questionnaire Data - USAIS Education and Training Actions - FY72

RESULTS:

General Attitudes Toward the Army:

The eight statements of Section II, Part A, are designed to give some general indication of the degree to which Army service fulfills individual needs and the degree to which the individuals within any group feel pride in Army service and its missions. Group and total means were obtained from the following rating scale which individuals used to indicate the degree of their agreement with each statement's content:

SCALE: 6=Completely agree; 5=Somewhat agree; 4=Slightly agree; 3=Slightly disagree; 2=Somewhat disagree; and 1=Completely disagree

The results for the November 1971 and May 1972 data are shown in Table 1. The total mean for all groups combined was well above 3.50, the middle point on this scale, for each item. With the following exceptions, the same was true for individual group means:

Army service gives me a sense of satisfaction.
IOBC=3.06

Army service gives me a sense of challenge.
IOBC=3.38

Army service gives me a sense of achievement.
IOBC=3.26

Army service gives me a sense of contribution to society.
IOBC=3.27

As can be seen from Table 1, there were mostly negative changes among the IOAC, IOBC, and Cadre/Staff & Faculty groups over time. (NOTE: Those items which showed a significant change are so designated within the table). In contrast, all changes for both the OCS and NCOC groups were positive over time.

ATIT-STM-STIN 8 June 1972
SUBJECT: Analysis of Questionnaire Data - USAIS Education and Training Actions - FY72

General Rating of the Infantry School:

Section III of the questionnaire dealt with general aspects of the Infantry School as they relate to educational effectiveness. Individuals were asked to rate each aspect by using the following scale:

SCALE: 5=Excellent; 4=Very good; 3=Adequate; 2=Somewhat lacking; 1=Very poor

Group and total means, as well as the direction of change from November 1971 to May 1972 and the significance level of each change, are shown in Table 2 for each item in Section III of the survey. As can be seen from Table 2, there were a number of negative changes in the rating of various aspects of the Infantry School by all groups except OCS. The overall rating of each indicator, while down from November 1971, remained between "Adequate" and "Very Good" on most items and was between "Very Good" and "Excellent" on two of the items.

Attitudes Toward Specific Infantry School Actions:

Section IV of the questionnaire dealt with those specific actions the Infantry School has implemented under Modern Volunteer Army and which should have been experienced by all of the groups surveyed. The respondees were asked to indicate how effective each action is in contributing to the Modern Volunteer Army concept of increasing professionalism and creating a more favorable attitude toward the Army. The scale used to respond to each item was:

SCALE: 1=Detracts a great deal; 2=Detracts somewhat; 3=Not important to me; 4=Contributes somewhat; 5=Contributes a great deal

The results of the analysis of these data are shown in Table 3 in the form of group mean responses and total means for all groups. It should be noted that, when a person felt he was unable to observe the action, he so indicated by circling a scale value of "0". In computing the means, the score of "0" was deleted. These data indicate how effective these actions are considered to be by those personnel who did, in fact, observe the action.

Section V of the questionnaire contained items pertaining only to specific groups. The response scale for these items is the same as for Section IV. Again, in computing group means, "0" responses were deleted from the data. The item content and group mean response to each item is shown in Table 4.

As can be seen from Table 3, the three items with the highest total ratings were:

1. Increased "hands-on" training for weapons instruction through use of smaller work groups.

2. Elimination of scheduling of examinations on mornings following night instruction.

3. Elimination of nonessential instruction to provide more "open time".

When the items in Section V of the questionnaire are added, a somewhat different ranking emerges by individual group.

Perhaps of greater significance than the number of significant positive or negative changes in the rating of these items from November 1971 to May 1972 is the number of items rated as detracting from the Modern Volunteer Army goals and the groups which gave those ratings. Those items rated as detracting from the Modern Volunteer Army goals, i.e., rated with a mean less than 3.00, were:

Presentation of race relations instruction.
IOAC = 2.77

Instruction on prevention of AWOL.
IOAC = 2.94

Implementation of joint classes including IOAC, IOBC, OCS, and NCOC.
IOAC = 2.91

Sponsorship of IOBC students by IOAC students.
IOAC = 2.86

The peer evaluation program in IOBC.
IOBC = 2.59

Peer instruction in a subject case-by-case basis.
IOAC = 2.17

All other actions were rated by all of the groups as at least contributing to the achievement of Modern Volunteer Army goals.

The group and total responses to the final two questions of the questionnaire are shown below. Neither of these items was included in the November 1971 questionnaire.

ATIT-STM-STIN 8 June 1972
SUBJECT: Analysis of Questionnaire Data - USAIS Education and Training Actions - FY72

Item Content

Overall, what influence do these actions (outlined in Sections IV and V above) have on your career intentions?

1. Strong influence to stay.
2. Some influence to stay.
3. No effect.
4. Some influence to leave.
5. Strong influence to leave.

	IOAC	IOBC	OCS	NCOC	Cadre/Staff & Faculty	TOTAL
FEBRUARY 72	2.42	2.45	2.28	2.38	2.26	2.46
MAY 72	2.71-	2.94-	1.82+	2.96-	2.31-	2.55-
Significance	NS	NS	.02	NS	NS	NS

What effect do you feel these combined actions will have on the Infantry School as an academic institution?

1. Will make it much better.
2. Will make it somewhat better.
3. No effect.
4. Will make it somewhat poorer.
5. Will make it much poorer.

	IOAC	IOBC	OCS	NCOC	Cadre/Staff & Faculty	TOTAL
FEBRUARY 72	1.80	1.57	1.56	2.00	1.44	1.67
MAY 72	2.10-	1.80-	1.55+	1.96+	1.58-	1.80-
Significance	NS	NS	NS	NS	NS	.05

As expected, there was little expressed effect of these individual actions on career intentions. It is interesting to note, however, that the overall effect for each group was a positive one, e.g., no group mean was larger than 3.00. A larger effect was found in the question dealing with the impact these actions would have on the Infantry School as an academic institution. All groups felt that these actions would enhance the academic effectiveness of the Infantry School.

ATIT-STM-STIN 8 June 1972

SUBJECT: Analysis of Questionnaire Data - USAIS Education and Training Actions - FY72

CONCLUSIONS:

There have been a number of significant negative and positive changes in the data over the time between the November 1971 and the May 1972 administrations. It is not readily apparent whether these changes are due to real attitude change or to some set of unidentified intervening variables. Some possible explanations are:

1) IOAC - Generalized hostility and confusion resulting from the reduction in force and the feeling that Modern Volunteer Army actions are almost exclusively for the first-tour soldier;

2) IOBC - The May sample had been in student status for a significantly longer time than had the November 1971 sample, the May sample had a significantly higher level of civilian education than the November sample and significantly more of the May sample was in active duty for training status (96%) than the November sample (28%);

3) OCS - Significantly less time had been spent in student status by the May sample than by the November sample, and the civilian educational level of the May sample was significantly lower than that of the November sample;

4) NCOC/NCOES - The NCO course has been changed from one producing NCOs (NCOC) to one of education of existing NCOs (NCOES). This resulted in significant differences in the following demographic measures: the NCOES group had 48% of the personnel in grade E5 while the NCOC group had none resulting in significantly higher rank for the NCOES group, the NCOES group had been in student status for a significantly shorter time than the NCOC group, the NCOES group had a significantly lower average civilian educational status than the NCOC group, significantly more of the NCOES group were on their first enlistment or were career enlisted men than the NCOC group of which 66% were draftees, significantly more of the NCOES group were originally enlistees (76%) than the NCOC group of which 68% were draftees, and significantly more of the NCOES group had been in the Army for more than three years (44%) as compared to the NCOC group (2%).

These demographic differences, as well as extraneous changes within the Army, (e.g., the reduction in force and its resulting insecurity and confusion) make it very difficult to isolate the cause of the changes in attitudes between the November 1971 and the May 1972 survey.

In summary (as was found in the November 1971 evaluation of the survey data), the actions taken by the United States Army Infantry School are generally seen by all groups as at least contributing to the Modern Volunteer Army goals of increased professionalism and creation of a more favorable attitude toward the Army. At the same time, it appears that the attitude toward these items, with few exceptions, are more homogeneous within a specific group than they are related to the expressed career intentions of the individuals within the groups.

Daniel L. Rickett

DANIEL L. RICKETT
1LT/ARMOR
Modern Volunteer Army Project Officer
USAINFHRU

ATIT-STM-STIN
SUBJECT: Analysis of Questionnaire Data - USAIS
Education and Training Actions - FY72

TABLE 1

Section II Questionnaire Items

General Attitudes Toward the Army

Group and Total Means
NOV Mean
May Mean (direction of change)
Level of Significance

Item #	CONTENT	IOAC	IOBC	OCS	NCOC	Cadre Staff & Faculty	Total
1	By being in the Army, I am performing an important service to my country.	5.70 5.81+ NS	5.04 4.02- .01	4.30 5.52+ .01	4.46 4.76+ NS	5.72 5.80+ NS	5.04 5.17+ NS
2	Army service gives me a sense of satisfaction.	5.68 5.44- NS	4.62 3.06- .01	3.36 5.40+ .01	3.44 4.54+ .01	5.40 5.37- NS	4.50 4.75+ NS
3	Army service gives me a sense of responsibility	5.70 5.54- NS	5.12 3.88- .01	3.88 5.62+ .01	4.20 4.96+ .01	5.52 5.47- NS	4.89 5.09+ NS
4	Army service gives me a sense of challenge.	5.56 5.40- NS	4.62 3.38- .01	4.24 5.54+ .01	4.24 4.88+ .05	5.60 5.37- NS	4.85 4.91+ NS
5	Army service gives me a sense of achievement.	5.40 5.25- NS	4.42 3.26- .01	3.66 5.42+ .01	3.88 4.68+ .05	5.32 5.22- NS	4.54 4.76+ NS
6	Army service gives me a sense of contributing to society	5.06 4.90- NS	4.22 3.27- .01	3.20 5.12+ .01	3.50 4.04+ NS	5.30 4.61- .01	4.26 4.39+ NS

ATIT-STM-STIN
SUBJECT: Analysis of Questionnaire Data - USAIS
Education and Training Actions - FY72

Item #	CONTENT	IOAC	IOBC	OCS	NCOC	Cadre Staff & Faculty	Total
7	Defending the United States is an important duty to me.	5.88 5.75- NS	5.30 4.68- .05	5.42 5.70+ NS	4.70 5.18+ NS	5.92 5.82- NS	5.44 5.42- NS
8	The reputation of the Army is important to me.	5.94 5.73- NS	5.20 3.90- .01	4.86 5.60+ .01	4.10 4.74+ .05	5.82 5.86+ NS	5.18 5.16- NS

ATIT-STM-STIN
SUBJECT: Analysis of Questionnaire Data - USAIS
Education and Training Actions - FY72

TABLE 2

Section III Questionnaire Items

Rating of the General Aspects of the Infantry School
Group and Total Means
NOV 71
MAY 72 (direction of change)
Level of Significance

How do you rate	IOAC	IOBC	OCS	NCOC	Cadre Staff & Faculty	Total
1. The Infantry School overall	3.76 3.21- .01	3.46 3.64+ NS	3.76 4.10+ .05	4.04 3.58- .05	4.42 4.04- .05	3.89 3.72- .05
2. The quality of instruction	3.52 3.23- NS	3.78 3.42- .05	3.66 4.30+ .01	4.32 3.82- .01	4.20 4.12- NS	3.90 3.78- NS
3. The competence of the instructors	3.48 3.48 NS	4.02 3.60- .01	3.72 4.30+ .01	4.24 3.80- .01	4.06 4.06 NS	3.90 3.85- NS
4. The Infantry School's academic atmosphere	3.18 2.73- .05	2.94 2.88- NS	3.02 3.58+ .01	3.80 3.24- .05	4.08 3.67- .05	3.40 3.22- NS
5. The facilities at the Infantry School	4.34 4.40+ NS	4.54 4.30- NS	4.38 4.50+ NS	4.52 4.48- NS	4.82 4.57- NS	4.52 4.45- NS
6. The quality of the training aids used with your instruction	4.38 3.94- .01	4.26 3.96- NS	4.18 4.30+ NS	4.30 4.34+ NS	4.52 4.41- NS	4.33 4.19- NS
7. The treatment students/candidates receive while associated with the Infantry School	3.58 2.81- .01	3.88 3.92+ NS	3.66 3.80+ NS	3.74 2.36- .01	4.10 4.18+ NS	3.79 3.42- .01

ATIT-STM-STIN
SUBJECT: Analysis of Questionnaire Data - USAIS
Education and Training Actions - FY72

TABLE 3

Section IV Questionnaire Items

Attitudes Toward Specific Infantry School Actions

Means by Group and Total in Order of Rank of the Total Mean
NOV 71 MEAN
MAY 72 MEAN (direction of change)
Level of Significance

RANK	ITEM #	CONTENT	IOAC	IOBC	OCS	NCOC	Cadre Staff & Faculty	Total
1	7	Increased "hands-on" training for weapons instruction through use of smaller work groups.	4.40 4.24- NS	4.66 4.70+ NS	4.56 4.64+ NS	4.34 4.43+ NS	4.82 4.86+ NS	4.56 4.58+ NS
2	8	Elimination of scheduling of examinations on mornings following night instruction	4.72 4.65- NS	4.84 4.79- NS	4.69 4.40- NS	4.52 4.33- NS	4.75 4.69- NS	4.70 4.57- NS
3	9	Elimination of non-essential instruction to provide more "open time"	4.74 4.72- NS	4.67 4.59- NS	4.04 4.36+ NS	4.39 4.37- NS	4.22 4.40+ NS	4.41 4.49+ NS
4	6	Elimination of scheduling of classes prior to 0900 hours on days following night training which terminated after 2200 hours.	4.26 4.46+ NS	4.66 4.82+ NS	4.47 4.18- NS	4.30 4.48+ NS	4.50 4.39- NS	4.45 4.47+ NS
5	22	The Infantry School Learning Center.	4.64 4.37- .05	4.63 4.31- NS	4.52 4.62+ NS	4.17 4.36+ NS	4.46 4.42- NS	4.49 4.42- NS

ATIT-STM-STIN
SUBJECT: Analysis of Questionnaire Data - USAIS
Education and Training Actions - FY72

RANK	ITEM #	CONTENT	IOAC	IOBC	OCS	NCOC	Cadre/ Staff & Faculty	Total
6	20	Use of small discussion group classes (seminars).	4.42 4.35- NS	4.23 4.10- NS	4.24 4.68+ .01	3.96 4.16+ NS	4.61 4.66+ NS	4.29 4.39+ NS
7	14	Reduction of duplication of subjects taught in consecutive courses of instruction.	4.56 4.29- NS	4.85 4.46- .01	4.39 4.26- NS	4.18 4.09- NS	4.49 4.66+ NS	4.50 4.36- NS
8	13	Reduction of scheduled number of hours per week in courses of instruction to provide a more realistic academic workload.	4.45 4.30- NS	4.58 4.37- NS	4.17 4.27+ NS	4.38 4.02- NS	4.41 4.27- NS	4.40 4.25- NS
9.5	18	Instruction packet on contemporary leadership problems.	4.27 3.77- .01	4.26 3.89- .05	4.41 4.49+ NS	4.08 4.11+ NS	4.39 4.23- NS	4.27 4.09- NS
9.5	24	The use of color TV rather than black and white when possible.	3.57 3.94+ NS	4.09 4.00- NS	4.27 4.28+ NS	4.19 4.10- NS	3.95 4.12+ NS	4.02 4.09+ NS
11	21	Use of programmed instructional texts.	4.15 4.13- NS	4.16 3.82- NS	4.66 4.52- NS	4.02 3.87- NS	4.15 4.07- NS	4.23 4.08- NS
12	23	Use of large screen TV rather than the conventional small screen TV.	4.03 4.05+ NS	3.96 3.95- NS	4.30 4.17- NS	4.35 4.20- NS	4.00 3.94- NS	4.13 4.07- NS

ATIT-STM-STIN
SUBJECT: Analysis of Questionnaire Data - USAIS
Education and Training Actions - FY72

RANK	ITEM #	CONTENT	IOAC	IOBC	OCS	NCOC	Cadre/ Staff & Faculty	Total
13	15	Army-wide standardized physical fitness testing.	4.44 4.15- NS	4.14 3.96- NS	4.06 4.06 NS	3.88 4.10+ NS	4.21 3.98- NS	4.14 4.05- NS
14	5	Elimination of the requirement for students to stand at attention at the beginning of every class until given command "Take Seats."	3.95 4.22+ NS	3.98 4.47+ .05	4.09 3.54- .05	4.54 4.05- .05	3.57 3.75+ NS	4.03 4.01- NS
15	11	Presentation of drug abuse instruction.	4.22 3.30- .01	4.40 4.28- NS	4.17 4.19+ NS	3.59 3.54- NS	4.41 4.13- NS	4.17 3.91- .01
16	16	Elimination of derogatory comments about classes by instructors.	3.87 3.61- NS	4.00 4.09+ NS	3.98 4.02+ NS	3.69 3.54- NS	4.16 3.82- NS	3.94 3.82- NS
17	4	Provision for areas in Infantry Hall where students may eat lunches brought from home.	4.12 3.67- .05	3.86 3.91+ NS	3.50 3.77+ NS	3.46 3.52+ NS	4.00 3.87- NS	3.85 3.77- NS
18	10	Presentation of race relations instruction.	4.08 2.77- .01	4.22 4.04- NS	4.06 4.08+ NS	3.45 3.89+ NS	4.29 4.02- NS	4.04 3.76- .05

ATIT-STM-STIN
SUBJECT: Analysis of Questionnaire Data - USAIS
Education and Training Actions - FY72

RANK	ITEM #	CONTENT	IOAC	IOBC	OCS	NCOC	Cadre/ Staff & Faculty	Total
19	3	Student representation on academic review boards.	4.00 3.83- NS	4.00 3.61- NS	4.28 3.70- .05	3.89 3.64- NS	3.81 3.96+ NS	3.98 3.75- .05
20	17	Publication of a weekly student news bulletin.	3.62 3.20- .05	3.70 3.68- NS	3.54 4.10+ .01	4.00 4.10+ NS	3.80 3.67- NS	3.73 3.73 NS
21	12	Instruction on prevention of AWOL.	4.00 2.94- .01	4.26 4.18- NS	4.09 3.77- NS	3.44 3.47+ NS	4.35 4.15- NS	4.03 3.72- .01
22	1	Student representation on post policy making.	3.90 3.69- NS	4.11 3.71- .05	3.83 3.58- NS	3.87 3.50- NS	3.78 3.79+ NS	3.90 3.66- .05
23	2	Student representation on post planning groups.	3.84 3.68- NS	4.17 3.64- .01	4.04 3.47- .05	3.73 3.73 NS	3.62 3.76+ NS	3.87 3.65- .05
24	19	Implementation of joint classes including IOAC, IOBC, OCS, and NCOC.	3.49 2.91- NS	3.32 4.00+ .05	2.89 4.10+ .01	3.66 3.65- NS	3.18 3.34+ NS	3.34 3.60+ NS

ATIT-STM-STIN
SUBJECT: Analysis of Questionnaire Data - USAIS
Education and Training Actions - FY72

TABLE 4

Section V Questionnaire Items

Attitudes Toward Items Pertaining Only to Specific Groups
Group Means
NOV 71 Mean
MAY 72 Mean (direction of change)
Level of Significance

ITEM CONTENT	Cadre/ Staff & Faculty	IOBC	IOAC	OCS	NCOC
Use of the term "officer students" rather than "student officers."	3.37 3.27- NS	3.62 3.52- NS	3.44 3.06- .05	---- ---- ----	---- ---- ----
Presentation of increased management instruction in IOAC.	4.47 4.24- NS	---- ---- ----	4.00 3.60- NS	---- ---- ----	---- ---- ----
Sponsorship of IOBC students by IOAC students.	3.79 4.03+ NS	3.79 3.15- .01	4.04 2.86- .01	---- ---- ----	---- ---- ----
Scheduling of courses to reduce the time lag between IOBC, Airborne, and/or Ranger courses.	4.34 4.51+ NS	4.25 3.71- .05	---- ---- ----	---- ---- ----	---- ---- ----
The electives program in IOAC.	4.48 4.51+ NS	---- ---- ----	4.60 3.79- .01	---- ---- ----	---- ---- ----
The peer evaluation program in IOBC	3.86 3.17- NS	2.64 2.59- NS	---- ---- ----	---- ---- ----	---- ---- ----
The use of the diagnostic testing program.	4.38 4.09- NS	3.06 4.35+ NS	4.30 3.90- NS	4.19 4.04- NS	---- ---- ----

ATIT-STM-STIN
SUBJECT: Analysis of Questionnaire Data - USAIS
Education and Training Actions - FY72

ITEM CONTENT	Cadre/ Staff & Faculty	IOBC	IOAC	OCS	NCOC
The NCO panel discussion on NCO-Officer relations.	4.50	4.37	----	----	----
	4.42-	4.13-	----	----	----
	NS	NS	----	----	----
Peer instruction in a subject case-by-case basis.	4.13	3.68	2.56	----	----
	3.93-	3.68	2.17-	----	----
	NS	NS	NS	----	----
The informal panel sessions given by IOAC students.	4.33	4.04	4.06	4.00	----
	4.36+	4.14+	3.32-	4.10+	----
	NS	NS	.01	NS	----
The inclusion of graduate studies in IOAC.	4.71	----	4.50	----	----
	4.65-	----	3.95-	----	----
	NS	----	.05	----	----
Distribution of up-to-date information packets prior to students reporting to Fort Benning.	4.63	4.53	----	----	----
	4.65+	4.64+	----	----	----
	NS	NS	----	----	----
Advanced instructional electives program in IOBC.	4.08	4.31	----	----	----
	4.26+	3.79-	----	----	----
	NS	.05	----	----	----
The instruction on real world problems of a newly commissioned officer upon arrival at first duty station.	4.49	4.67	----	----	----
	4.74+	4.23-	----	----	----
	.05	.01	----	----	----
Orientation on customs of service and standards of dress.	4.67	4.34	----	----	----
	4.53-	4.21-	----	----	----
	NS	NS			
Elimination of requirement for IOBC students to march to and from class.	3.04	4.70	----	----	----
	3.68+	4.66-	----	----	----
	.05	NS	----	----	----

ATIT-STM-STIN
SUBJECT: Analysis of Questionnaire Data - USAIS
Education and Training Actions - FY72

ITEM CONTENT	Cadre/ Staff & Faculty	IOBC	IOAC	OCS	NCOC
The use of the airmobile command and control simulator with terrain models.	4.64 4.55- NS	---- ---- ----	4.58 4.27- NS	---- ---- ----	---- ---- ----
The "Experimentation in Instruction" program.	4.53 4.56+ NS	---- ----	---- ---	---- ----	---- ----
The use of the peer rating system to determine leadership ability in NCOC.	3.93 3.52 - NS	---- ---- ----	---- ---- ----	---- ---- ----	4.14 3.45- .01

TAB D-23

ATIT-STM-STIN 8 June 1972

SUBJECT: Analysis of Questionnaire Data - USAIS Education and Training Actions - FY72

APPENDIX

This appendix is submitted for the technical reader in support of the conclusion that, in general, attitudes are more homogeneous within a specific group than they are related to the expressed career intentions of the individuals within the group.

METHOD:

The OCS and NCOES groups were partitioned into subgroups according to their expressed career intentions as follows:

	OCS	NCOES
Stay for a career or stay a while longer.....	39	24
Undecided and leave upon completion of present tour.....	11	26

Response distributions for each item in the questionnaire were computed for these four subgroups. The response distributions were further subdivided by a median split method to produce two by two contingency tables for computation of chi-square tests of significance for each group on each item. This approach was selected because it permitted identification of questionnaire responses related to responses on the career intentions item. Neither the IOAC, IOBC, nor the Cadre/Staff and Faculty groups were studies by this method because of the lack of distributed career intentions within these groups, i.e., both the IOAC and Cadre/Staff and Faculty groups had very positive career intentions while the IOBC group, with an exceedingly large percentage of ADT personnel, had very negative career intentions.

RESULTS:

The NCOES students who expressed the intention of either staying in the Army for a career or for a while longer gave significantly ($p < .05$) stronger, more positive, ratings to the following items than those who expressed the intention of leaving the Army at the end of their present tour or those who were undecided about their Army career intentions:

ATIT-STM-STIN 8 June 1972

SUBJECT: Analysis of Questionnaire Data - USAIS Education and Training Actions - FY72

SECTION AND ITEM CONTENT	Phi-Coefficient[1]	p
Section II - General Attitudes Toward the Army		
By being in the Army, I am performing an important service to my country.	.57	.05
Army service gives me a sense of satisfaction.	.41	.05
Army service gives me a sense of responsibility.	.40	.05
Army service gives me a sense of challenge.	.36	.05
Army service gives me a sense of achievement.	.56	.05
Defending the United States is an important duty to me.	.37	.05
The reputation of the Army is important to me.	.40	.05
Section III - Rating of the General Aspects of the Infantry School		
No items showed significant differences		
Section IV - Rating of the Infantry School VOLAR Actions		
Presentation of drug abuse instruction	.38	.05
Use of small discussion group classes.	.36	.05

[1]The phi-coefficient is a measure of the degree of association or relationship between two variables, i.e., career intentions and attitude toward each item. A phi-coefficient of 0.0 shows no relationship, random responding, while a coefficient of 1.0 shows complete agreement of the individuals within each group, i.e., a phi-coefficient of 1.0 may show that everyone with positive career intentions agrees on a very high rating of an item while those with negative career intentions all agree on a very low rating of that same item. The associated chi-square shows whether or not the phi-coefficient is significantly different from zero; if the chi-square is significant then the phi-coefficient can be considered to be significantly different from zero.

The OCS students with expressed career intentions of staying in the Army gave significantly ($p < .05$) stronger, more positive, ratings to the following items than did those who expressed the intention of leaving the Army or who were undecided about their career intentions:

SECTION AND ITEM CONTENT	Phi-Coefficient[1]	p
Section II - General Attitudes Toward the Army		
By being in the Army, I am performing an important service to my country.	.31	.05
Section III- Rating of the General Aspects of the Infantry School		
No items showed significant differences.		
Section IV - Rating of Infantry School VOLAR Actions		
Student representation on post policy making.	.52	.05
Student representation of post planning groups.	.52	.05
Student representation on academic review boards.	.42	.05
Presentation of drug abuse instruction.	.29	.05
Reduction of scheduled number of hours per week in courses of instruction to provide a more realistic academic work load.	.31	.05
Army-wide standardized physical fitness testing.	.50	.05
Use of programmed instructional texts.	.45	.05
The Infantry School Learning Center.	.36	.05
The use of color TV rather than black and white when possible.	.40	.05

It is readily apparent, when the number of items in these lists are compared to the total number of items in each of the sections of the questionnaire, that attitudes were more homogeneous within specific groups than they were related to the expressed career intentions of the individuals within a specific group.

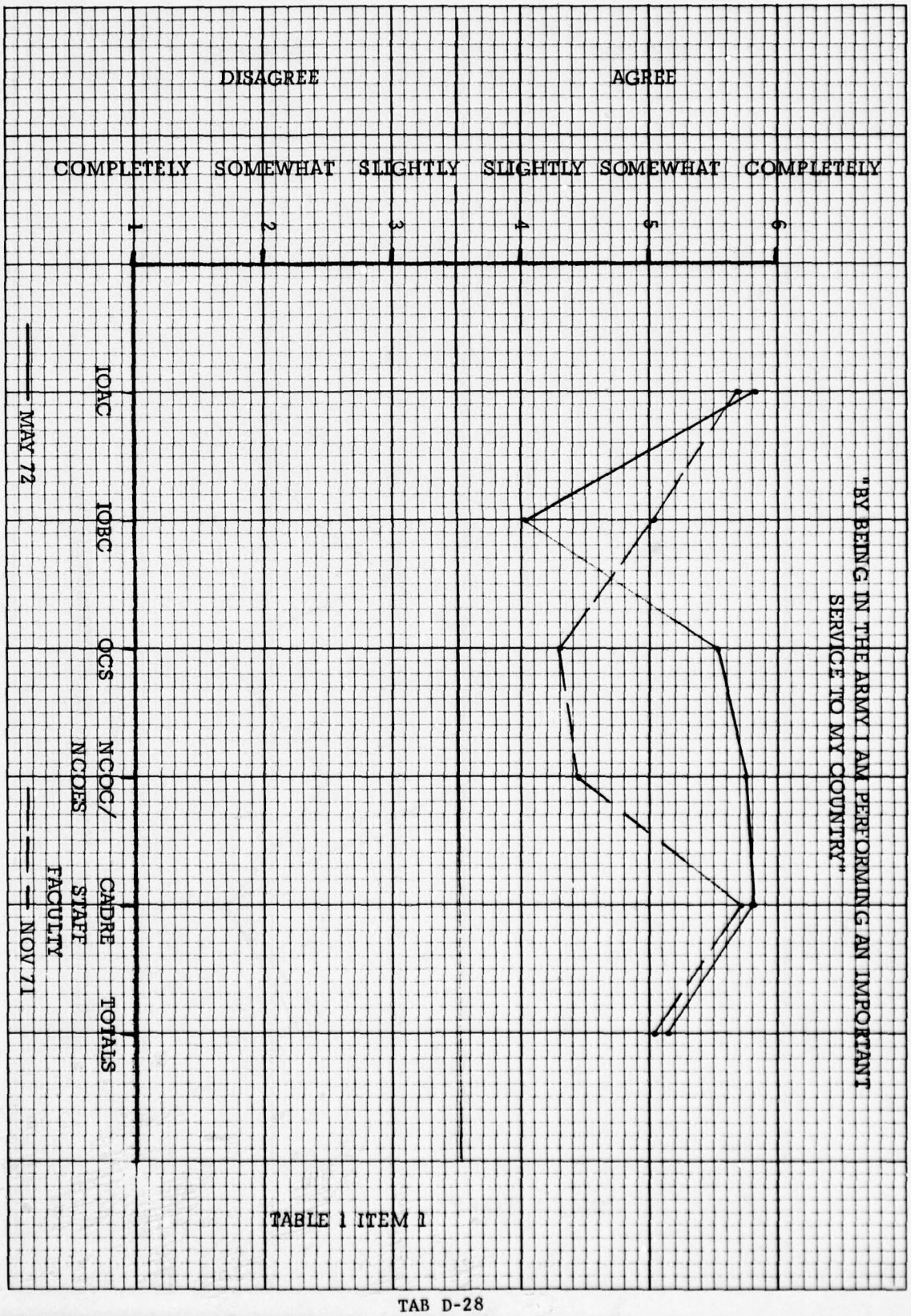


TABLE 1 ITEM 1

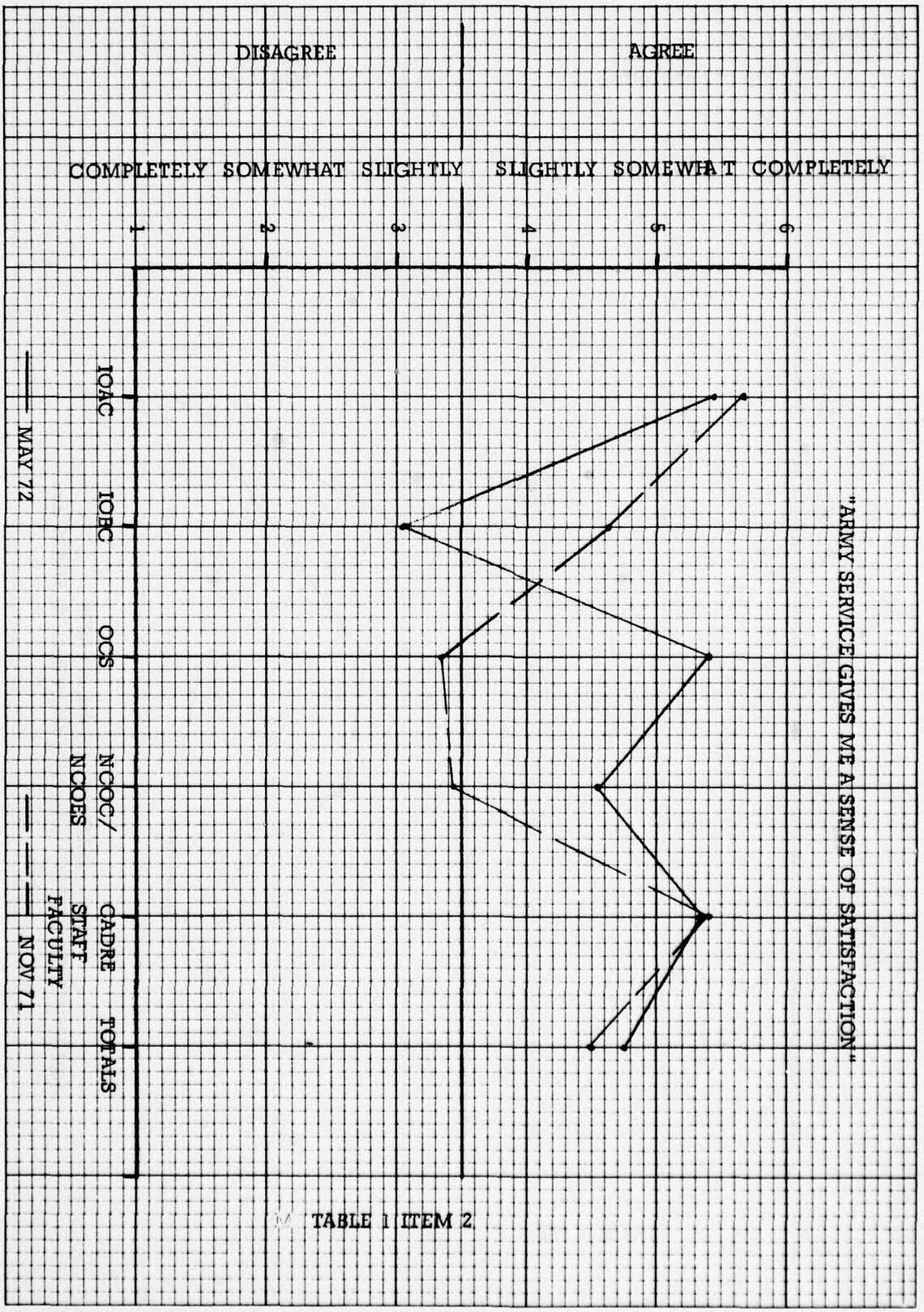


TABLE 1 ITEM 2

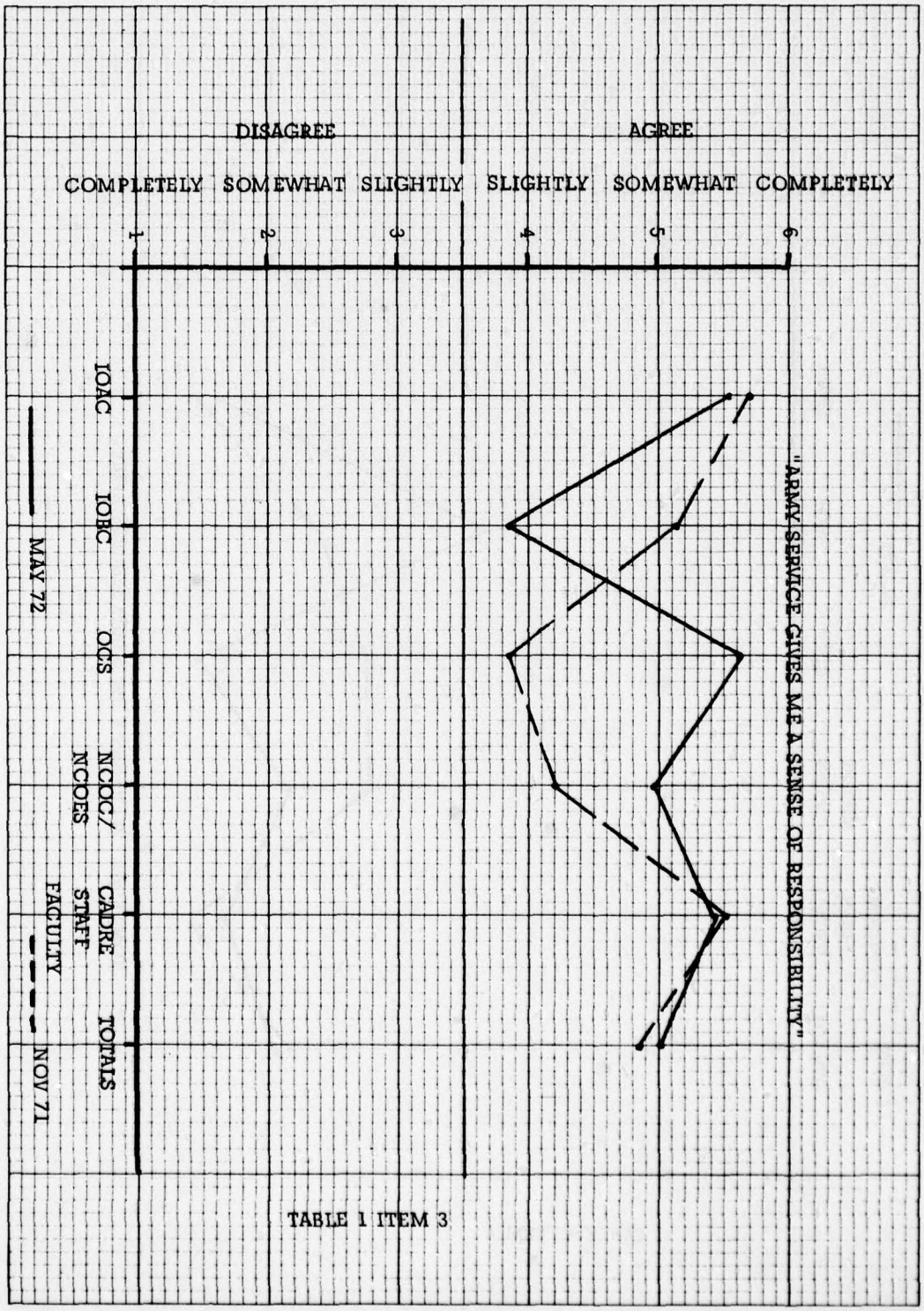


TABLE 1 ITEM 3

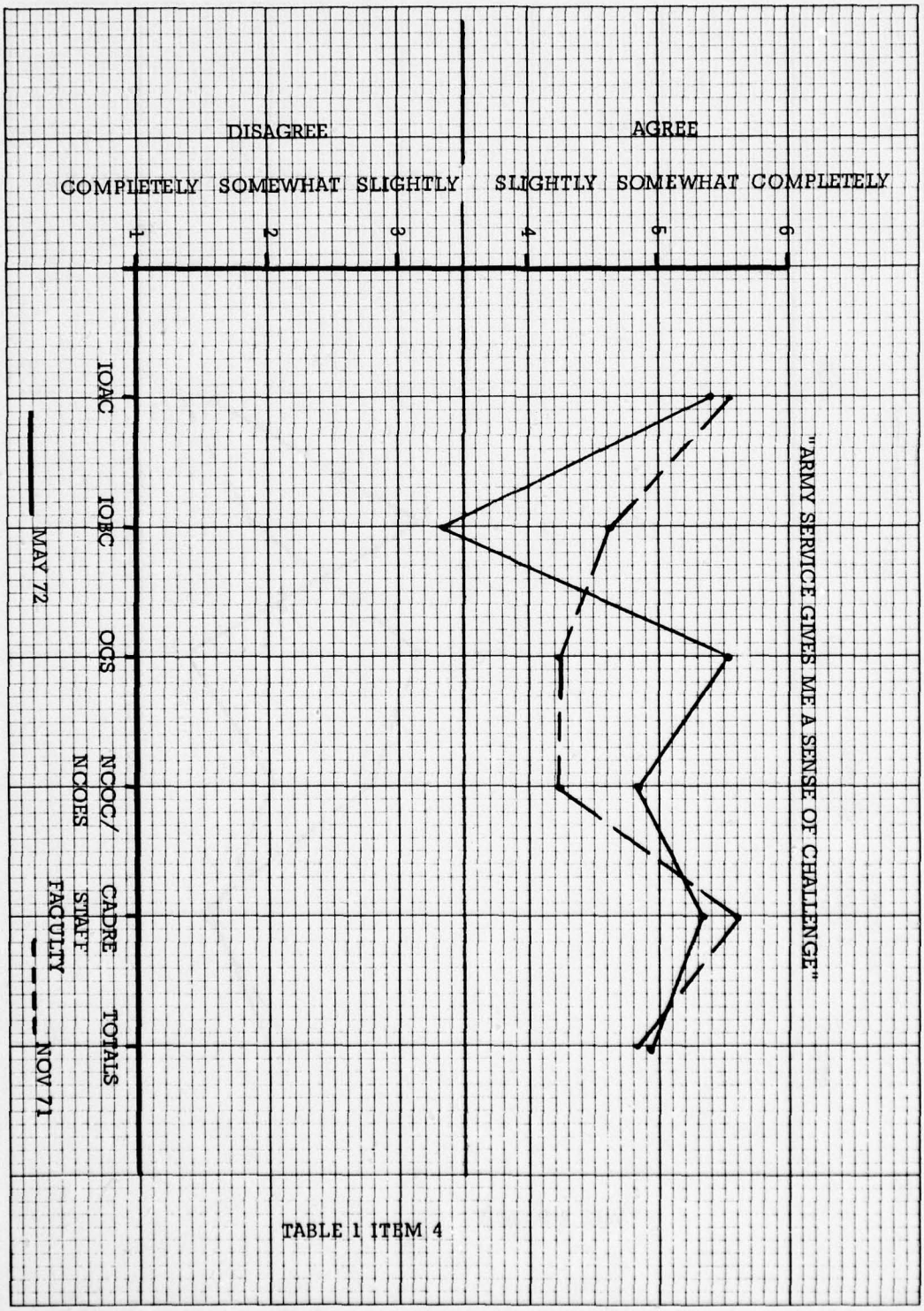


TABLE 1 ITEM 4

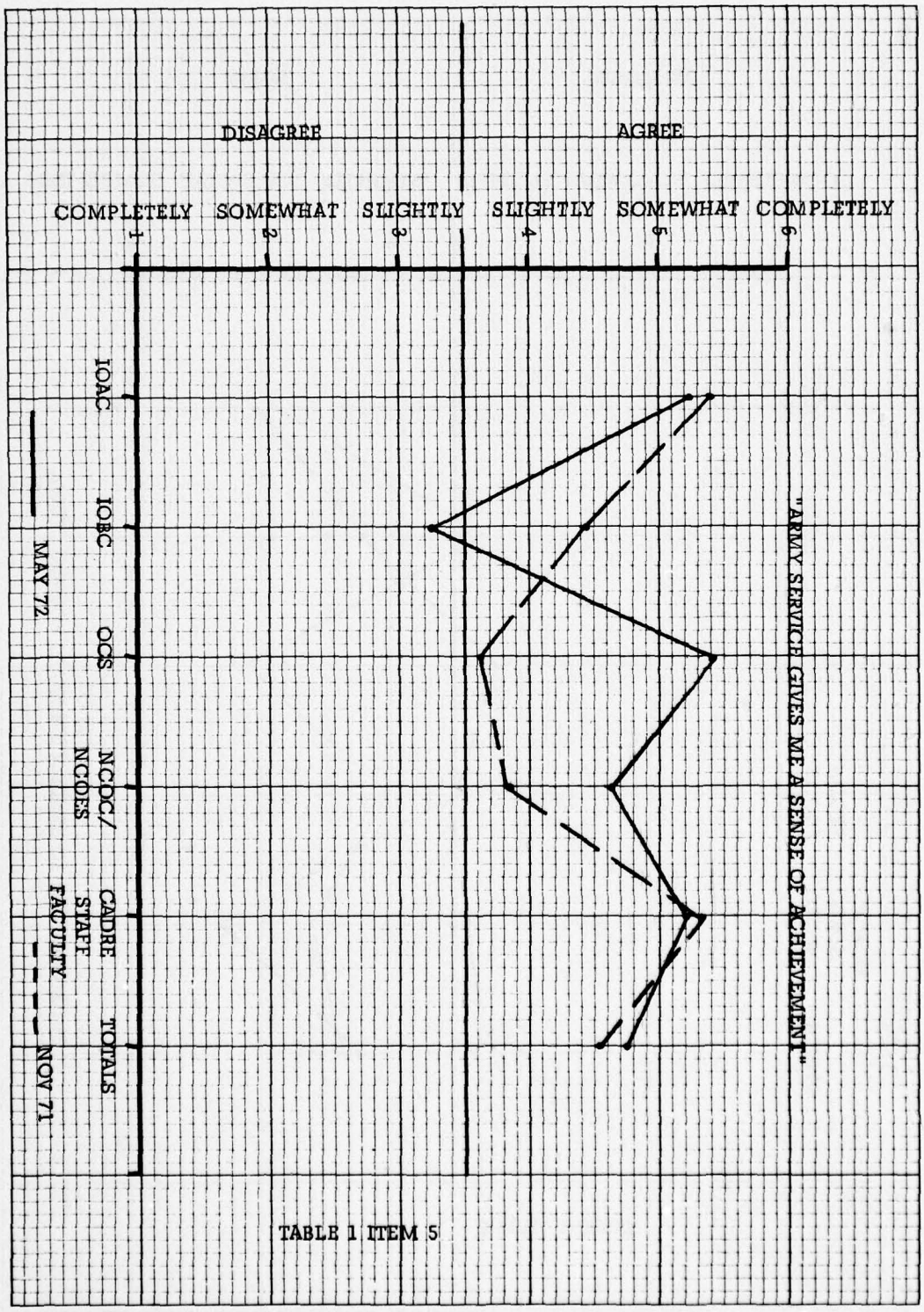


TABLE 1 ITEM 5

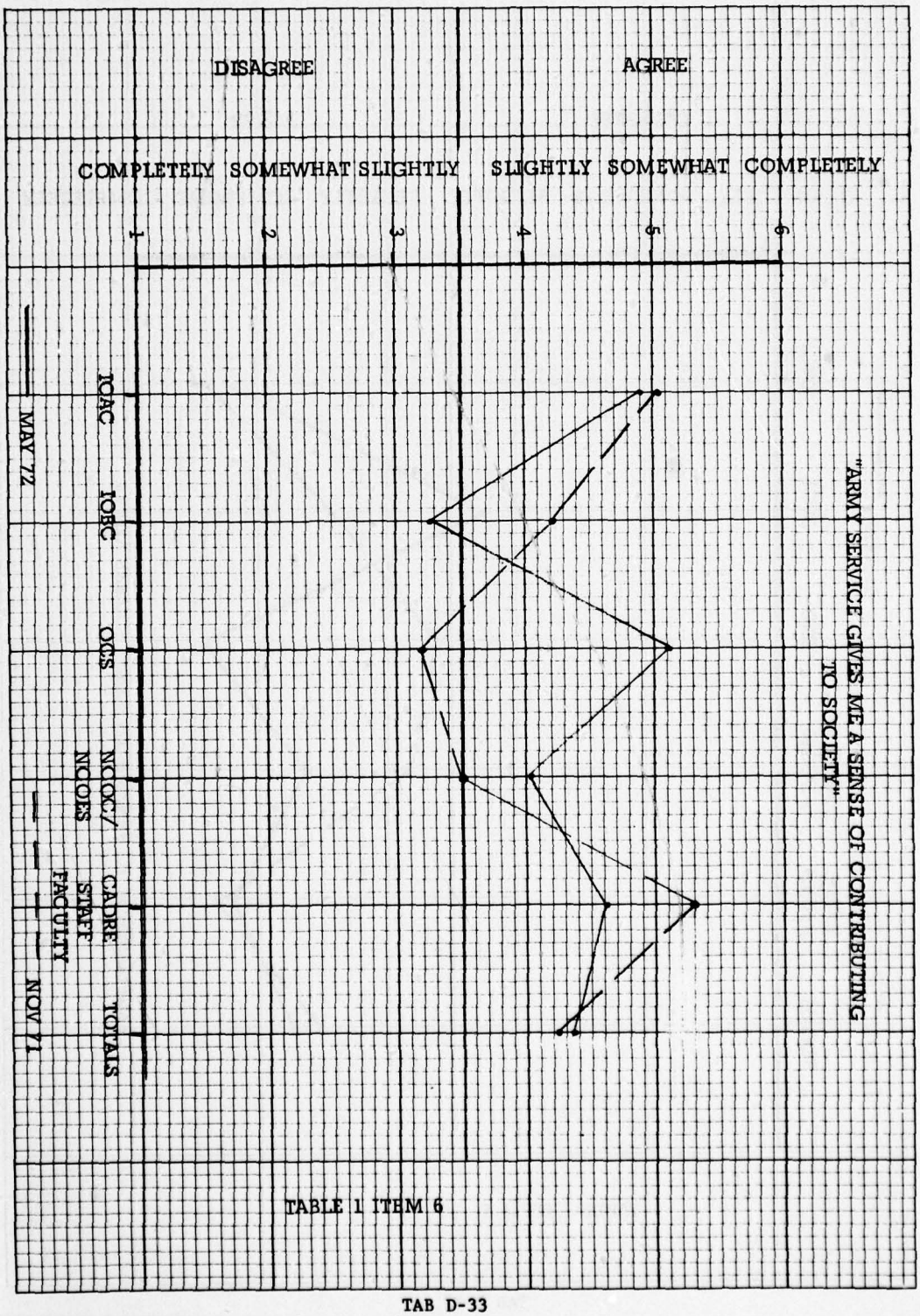


TABLE 1 ITEM 6

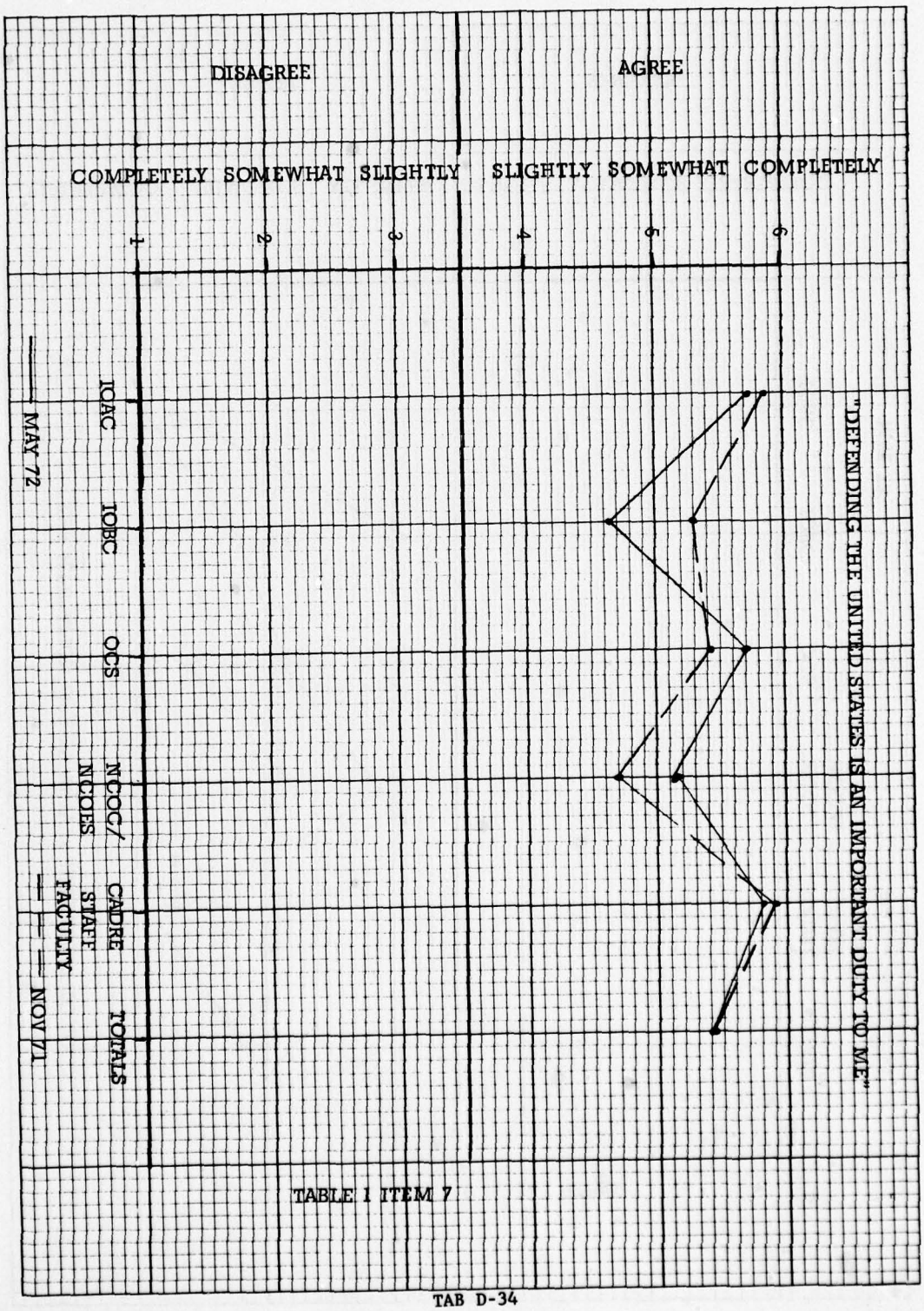
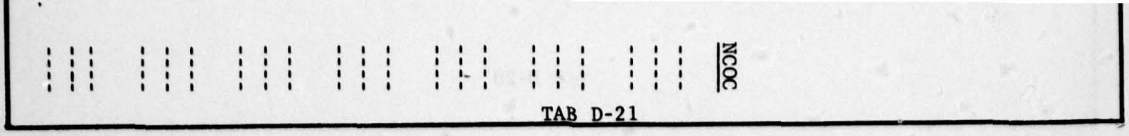


TABLE 1 ITEM 7



TAB D-21

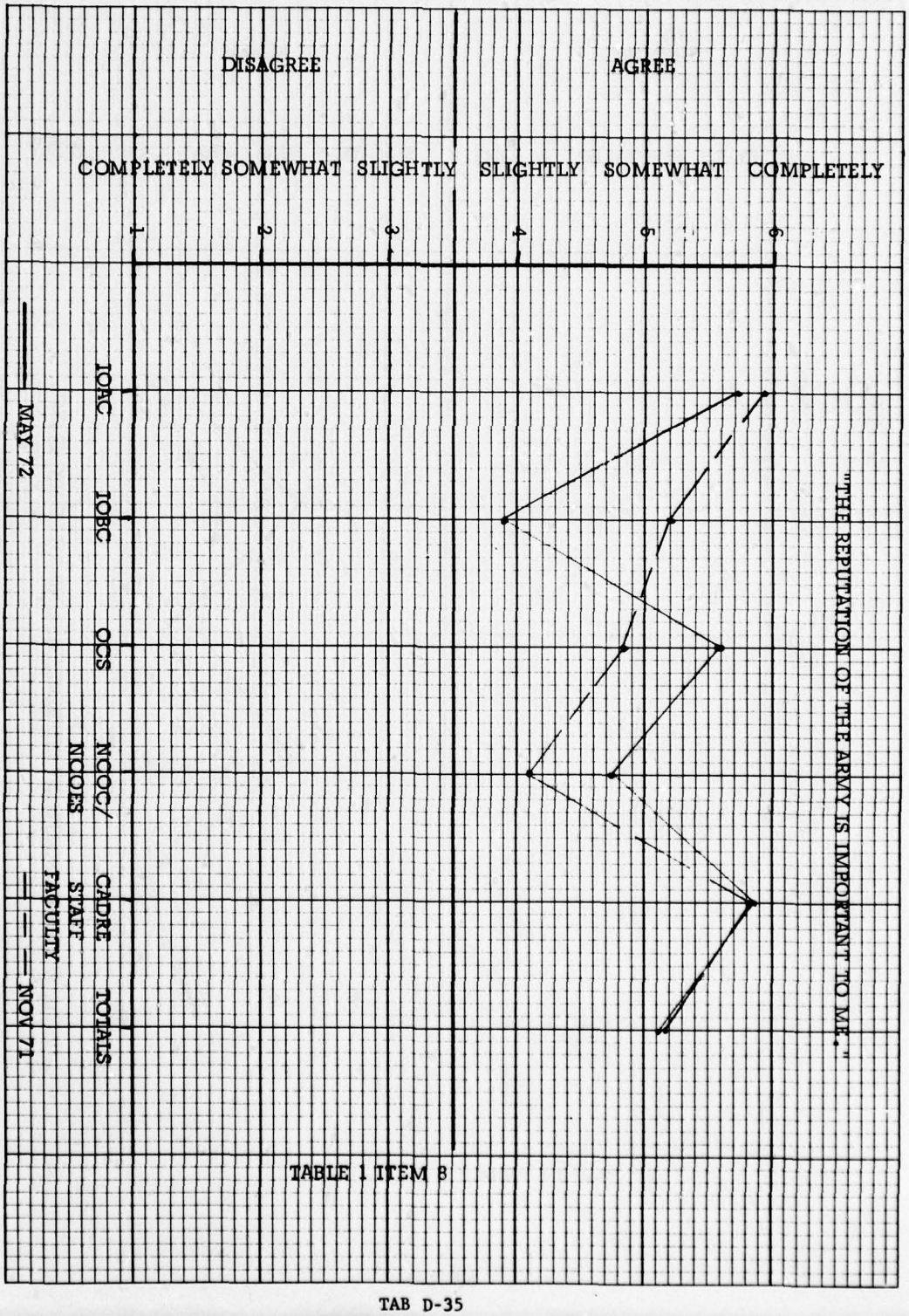


TABLE 1 ITEM 8

TAB D-35

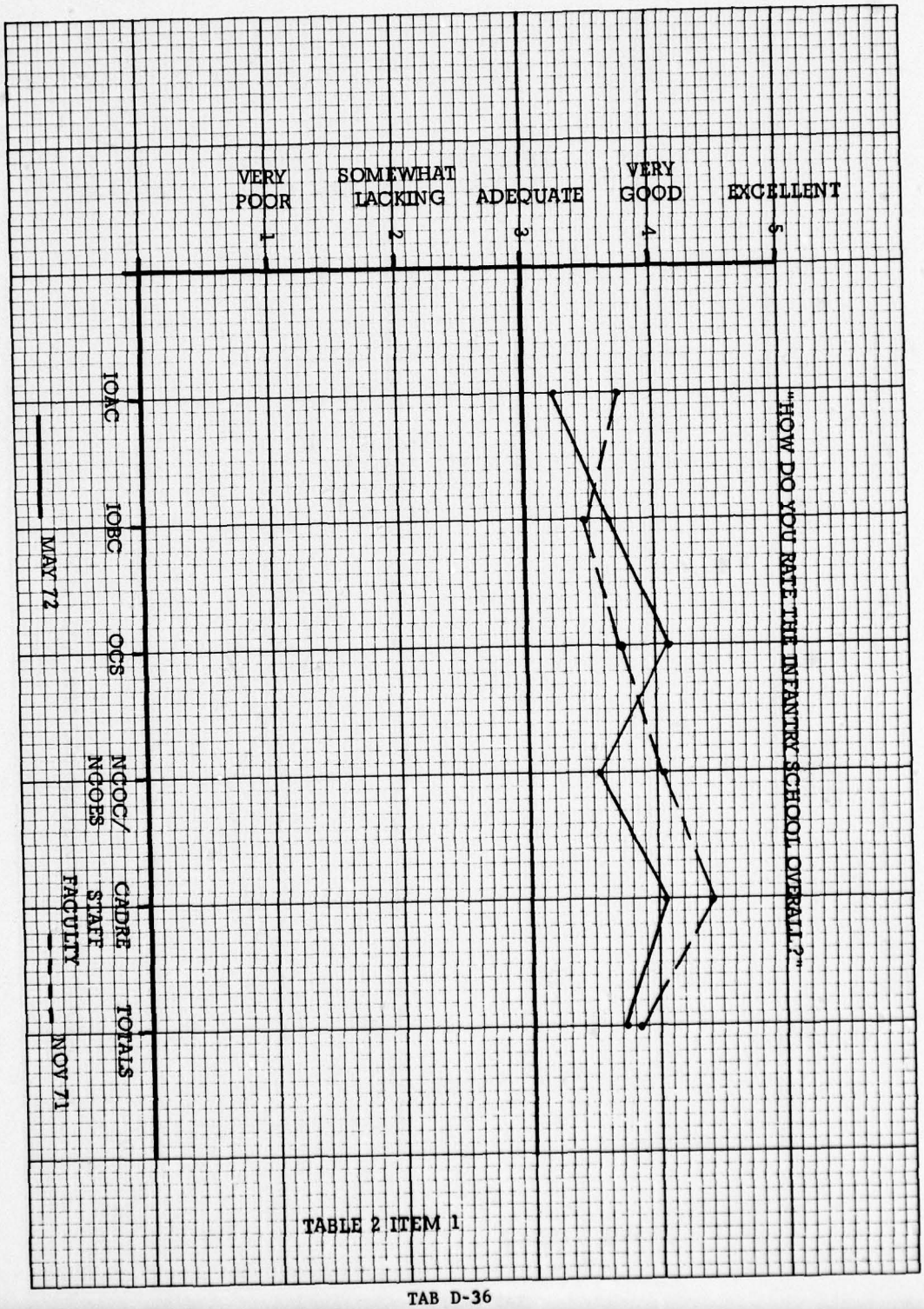


TABLE 2 ITEM 1

NCOC ---- ---- ---- 4.14 3.45- .01

TAB D-23

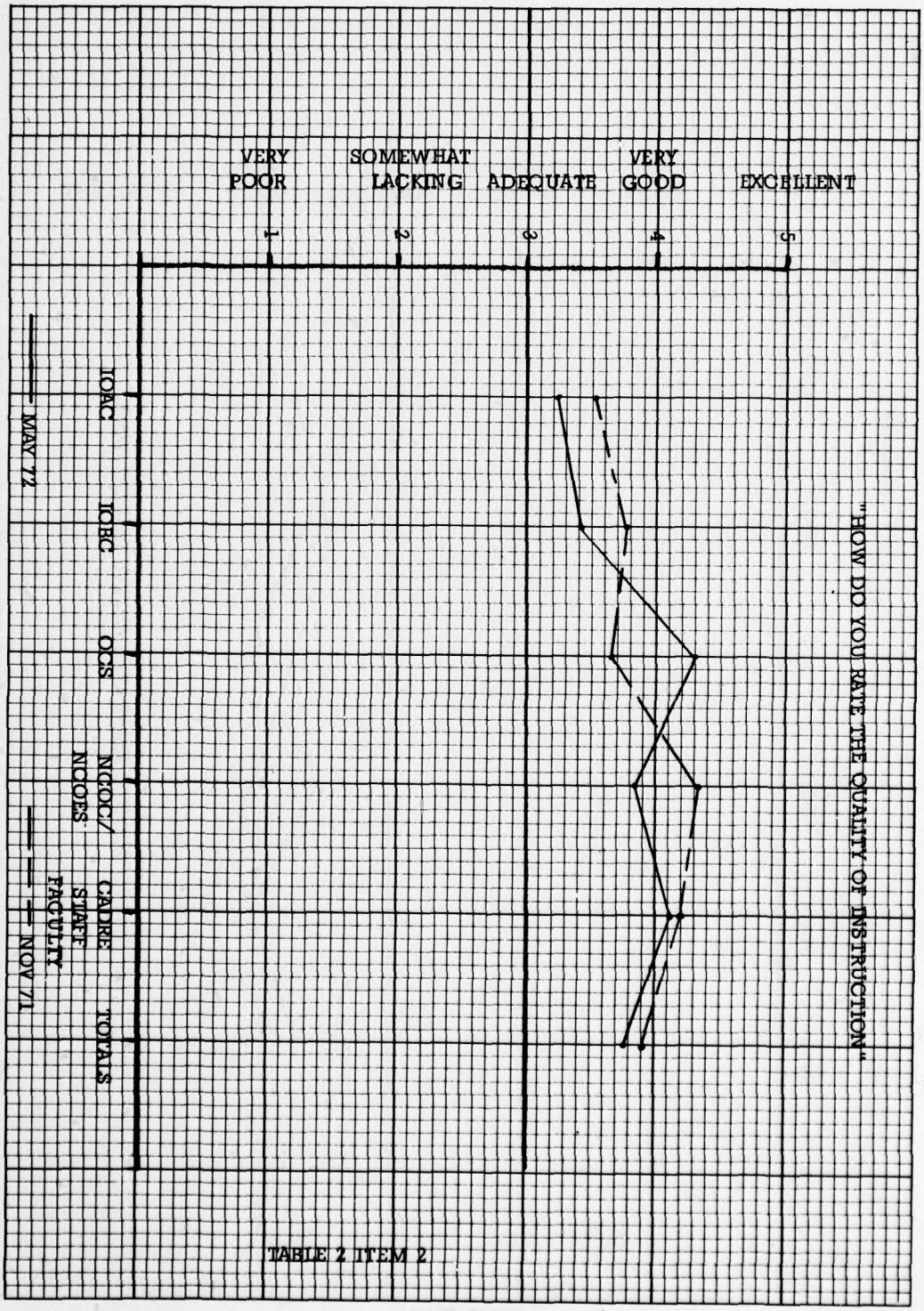


TABLE 2 ITEM 2

TAB D-37

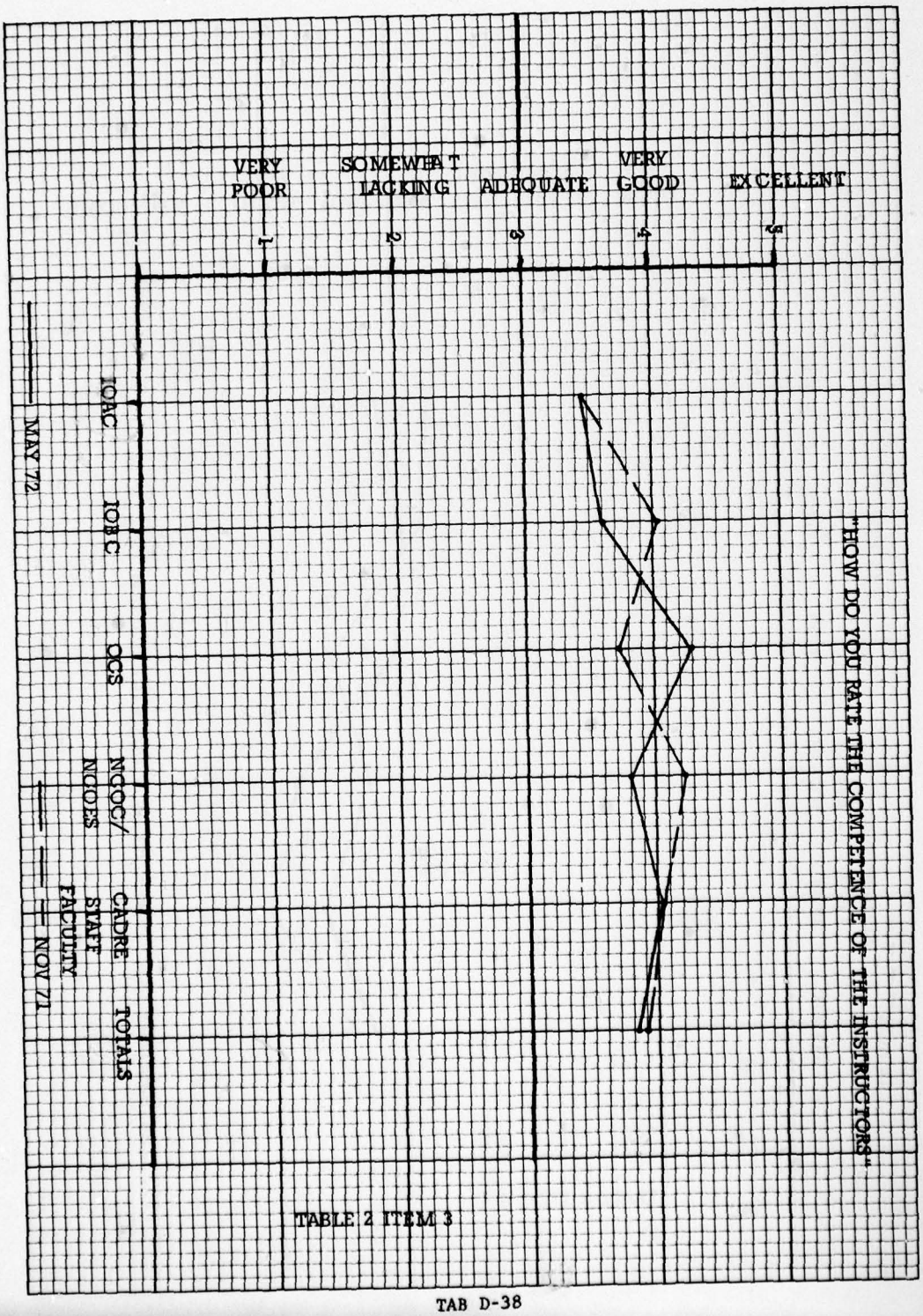


TABLE 2 ITEM 3

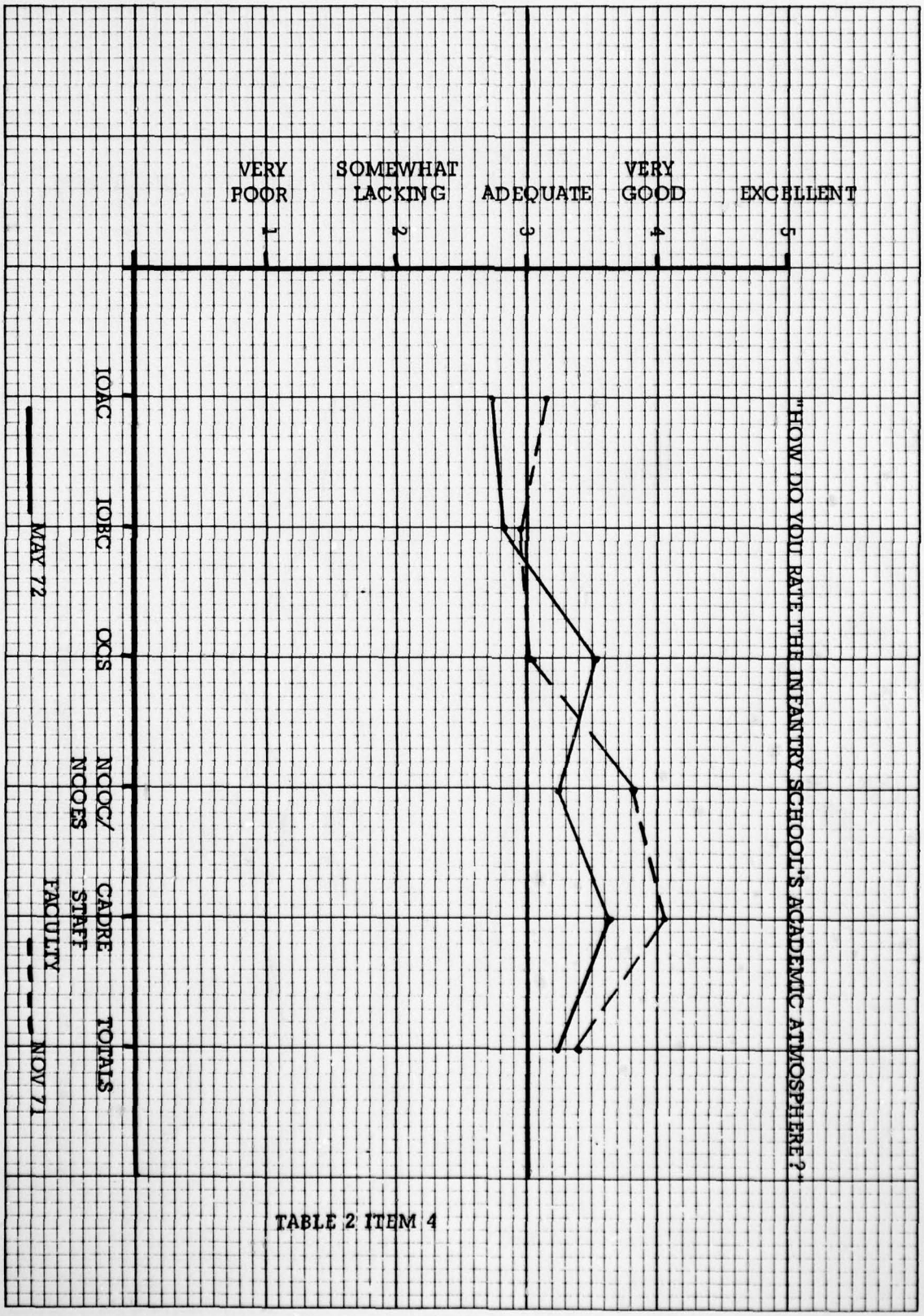


TABLE 2 ITEM 4

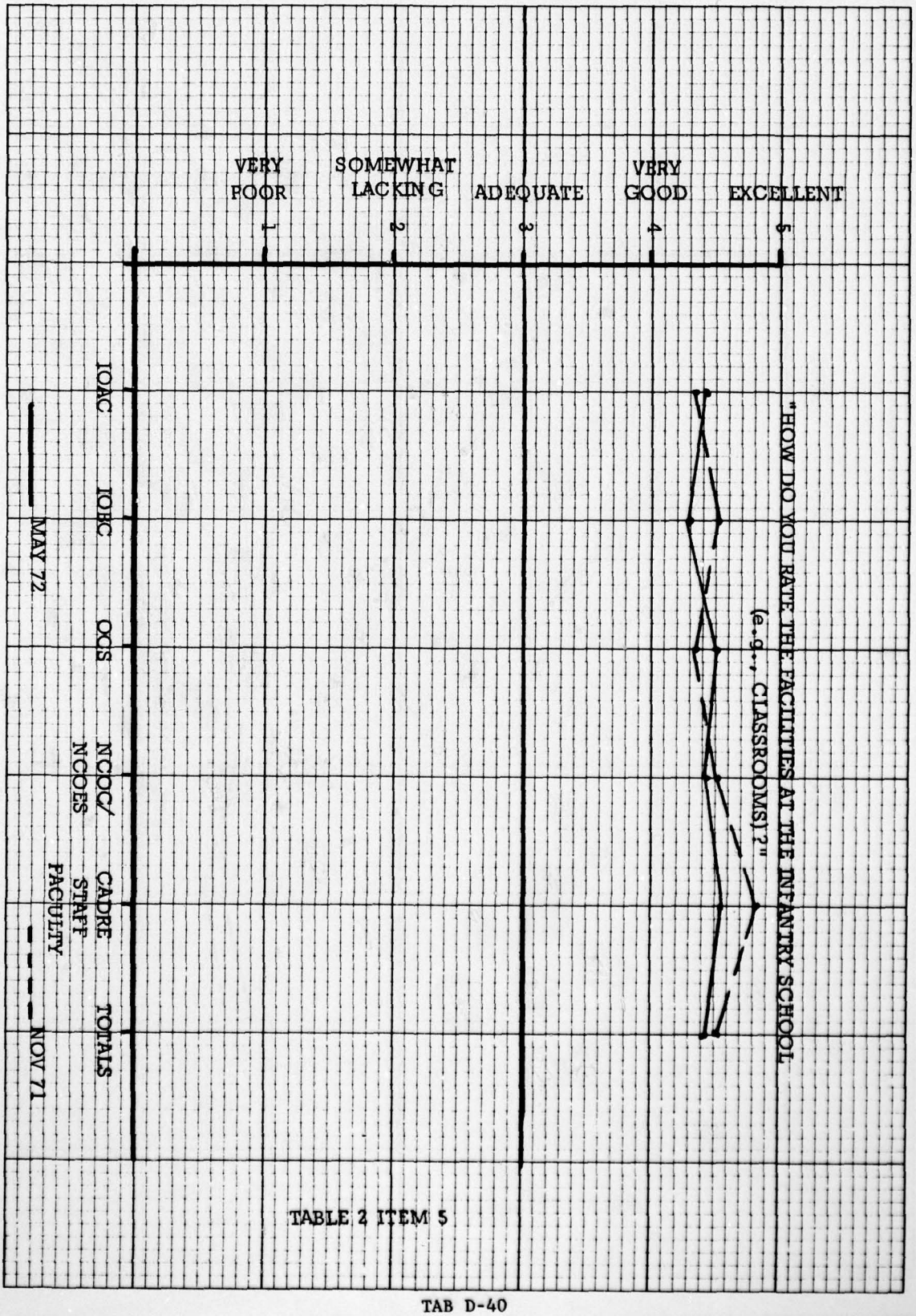


TABLE 2 ITEM 5

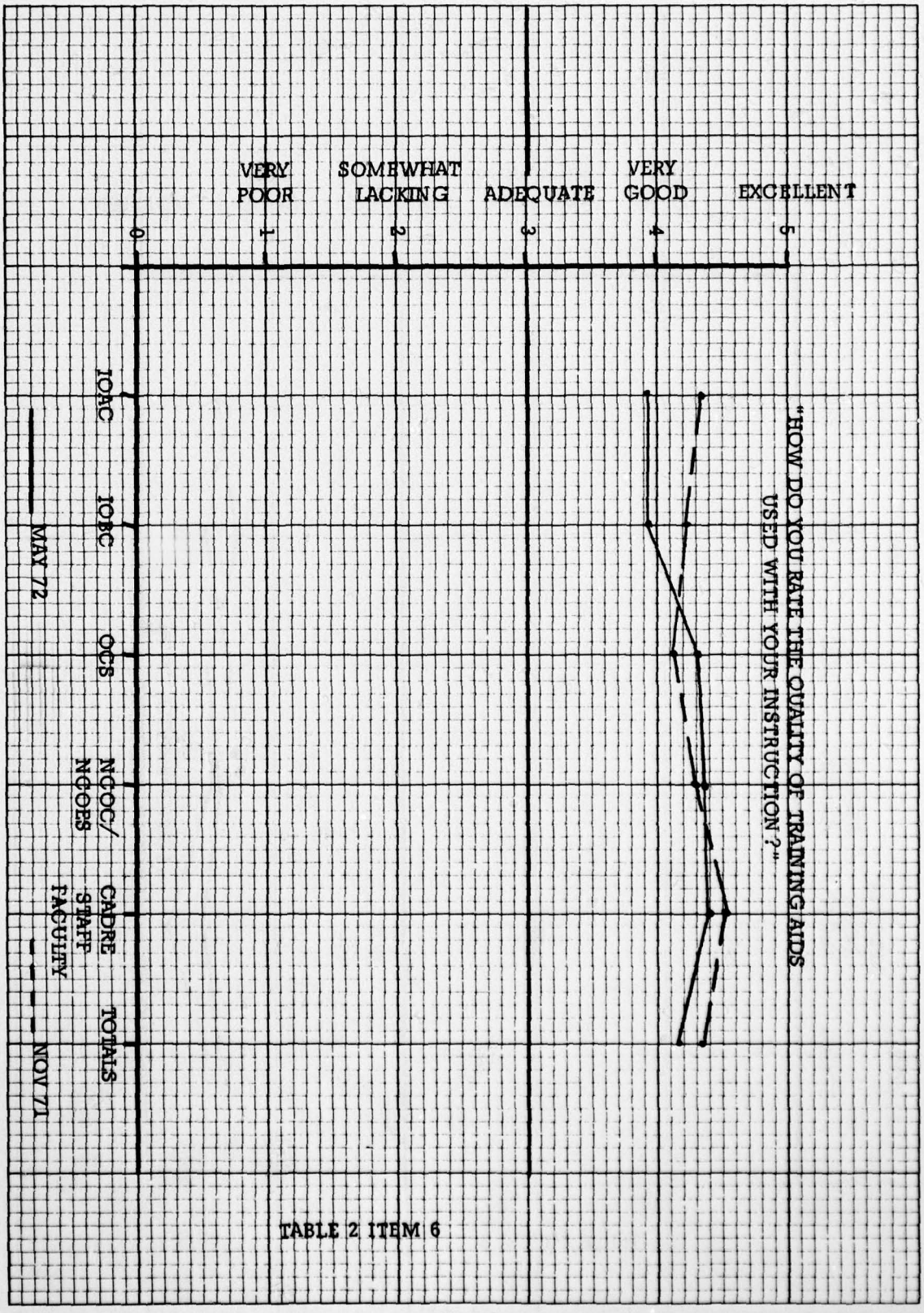


TABLE 2 ITEM 6

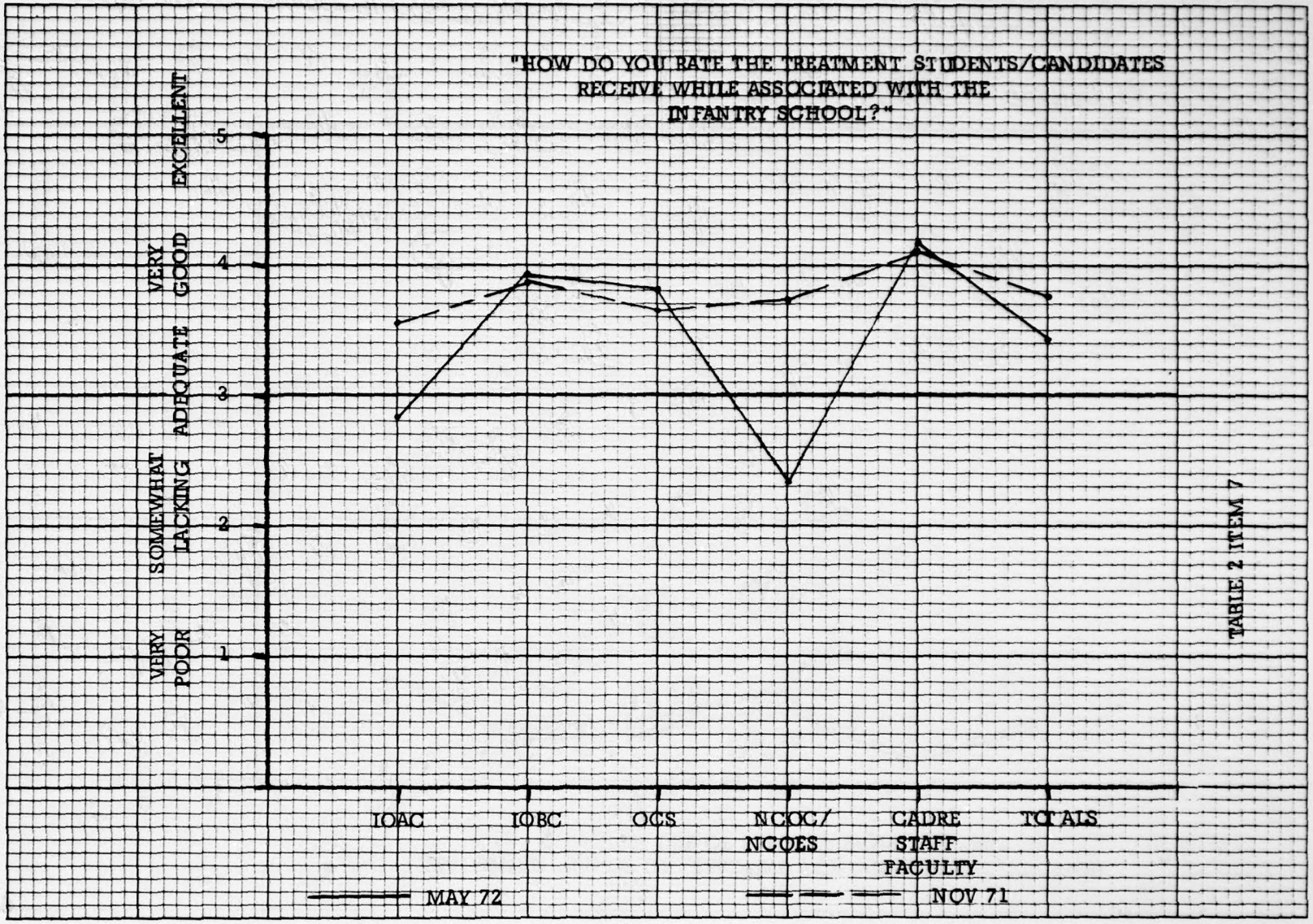


TABLE 2 ITEM 7

TAB D-42

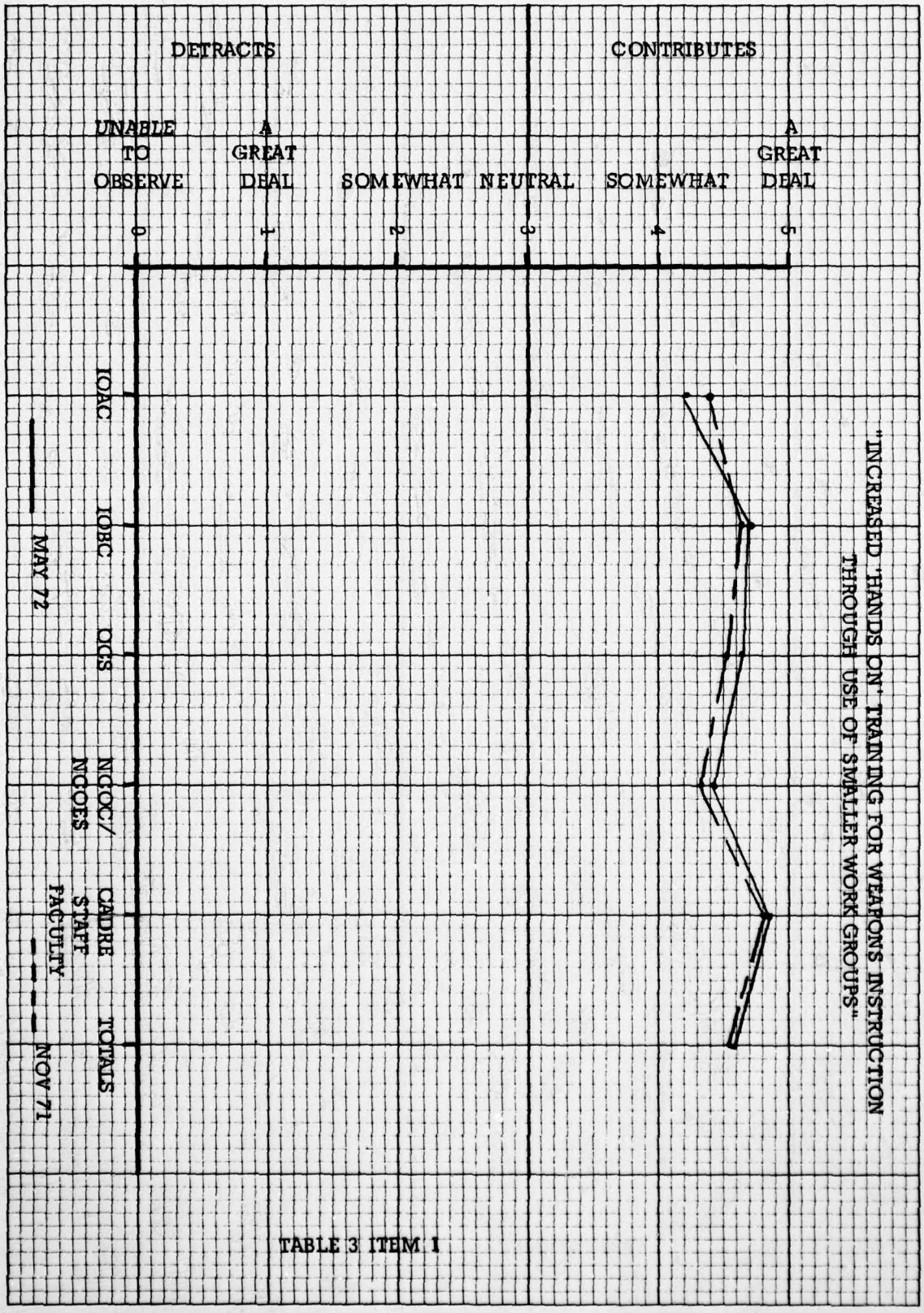


TABLE 3 ITEM 1

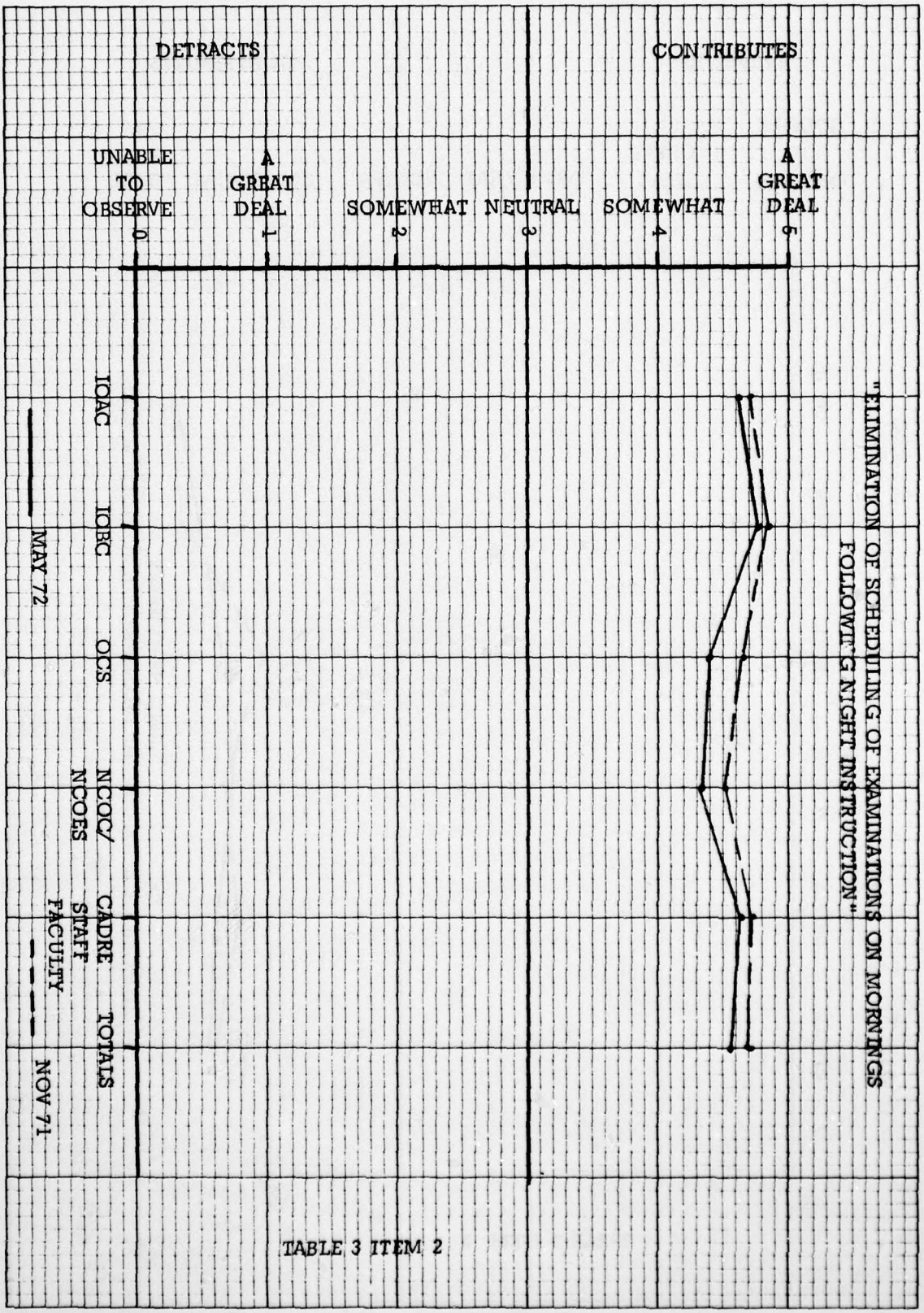


TABLE 3 ITEM 2

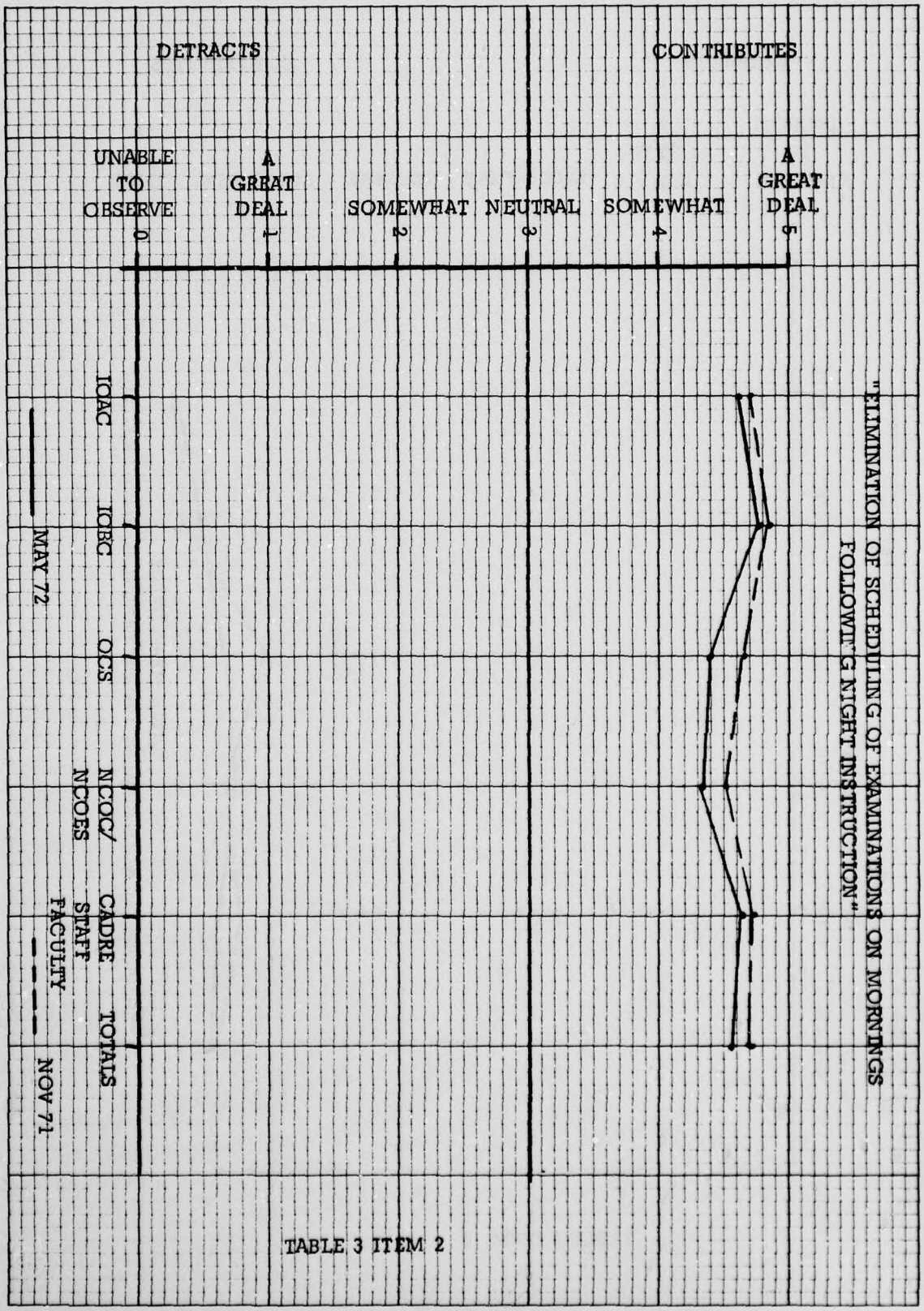


TABLE 3 ITEM 2

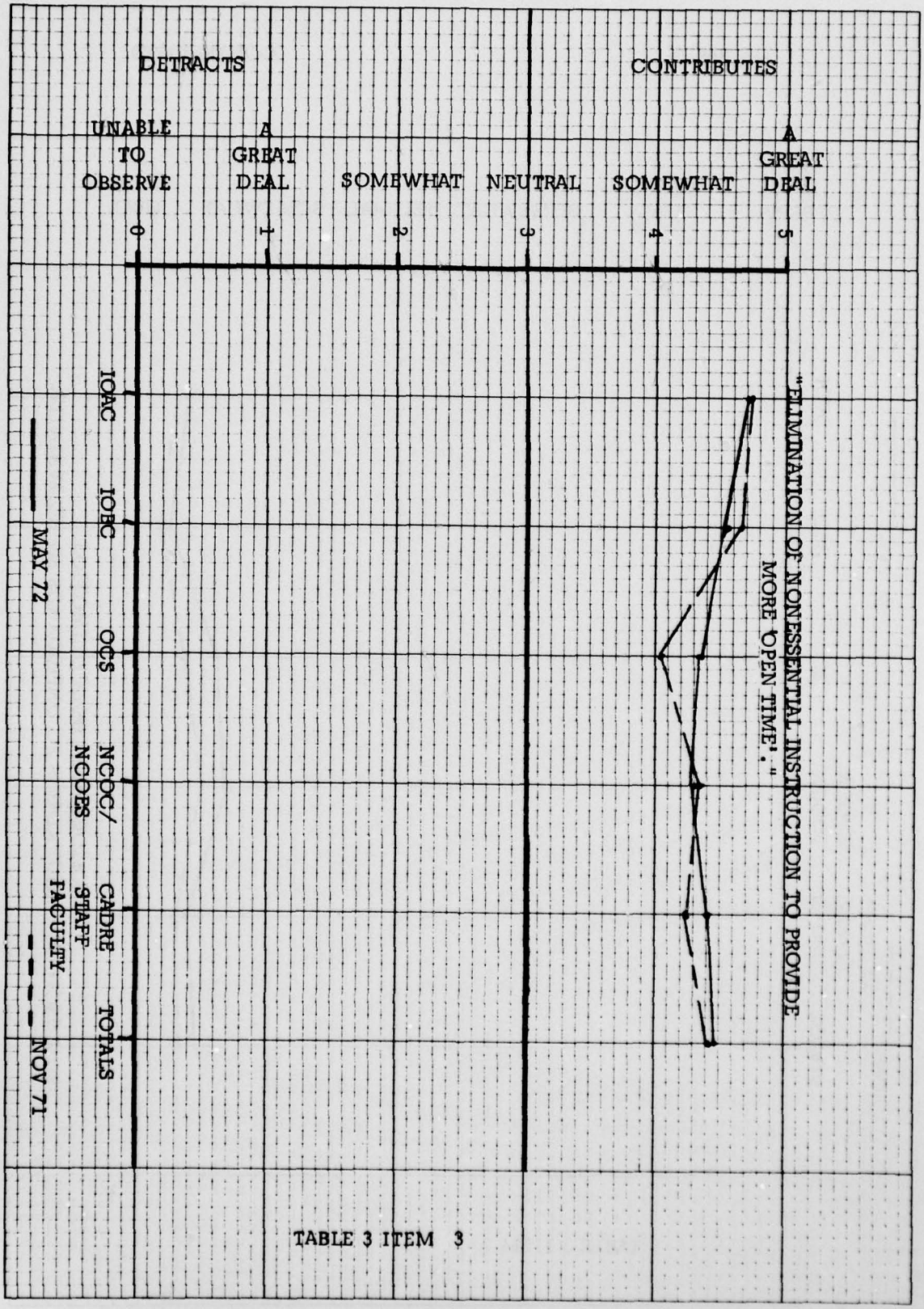


TABLE 3 ITEM 3

TABLE 3 ITEM 4

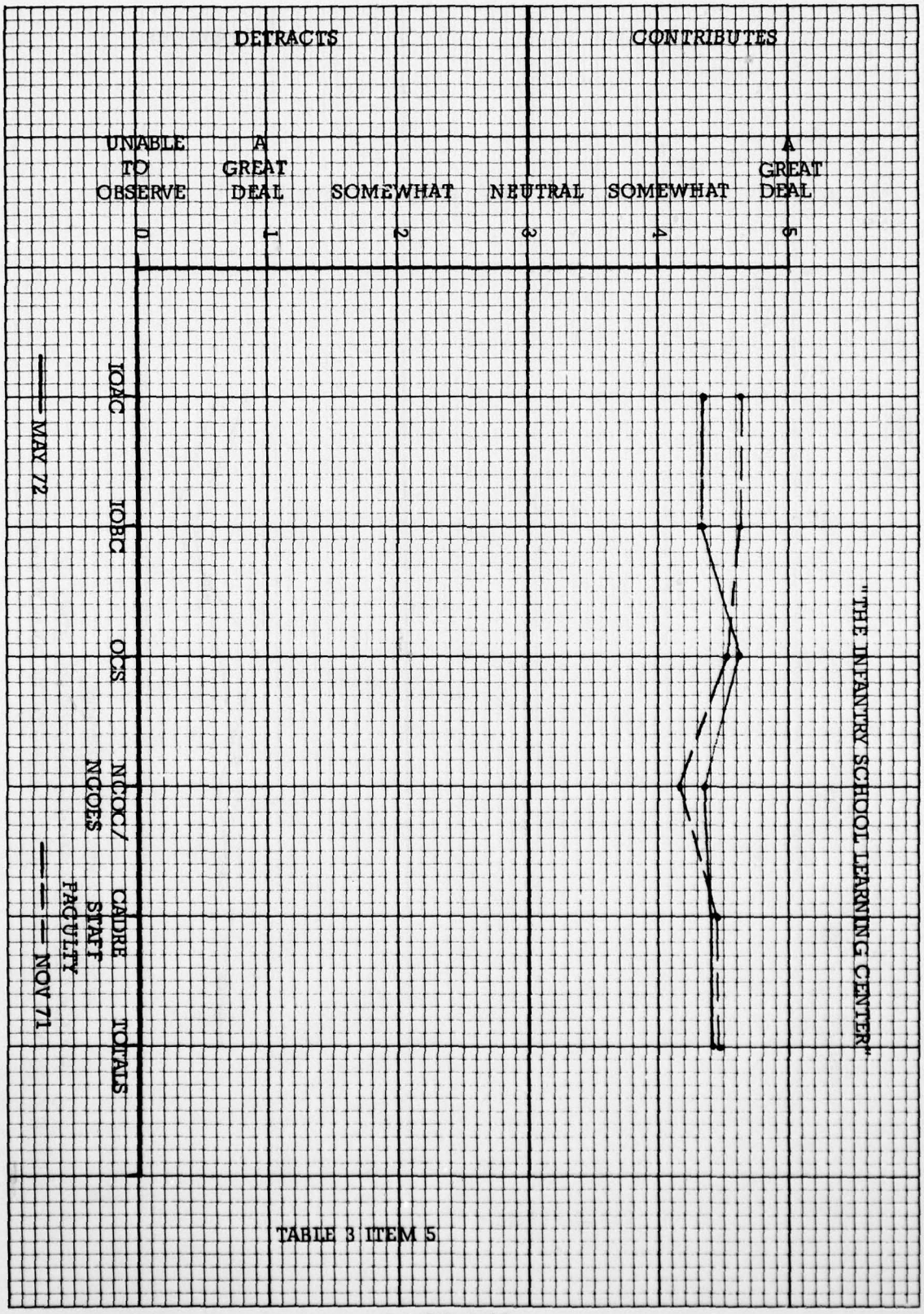


TABLE 3 ITEM 5

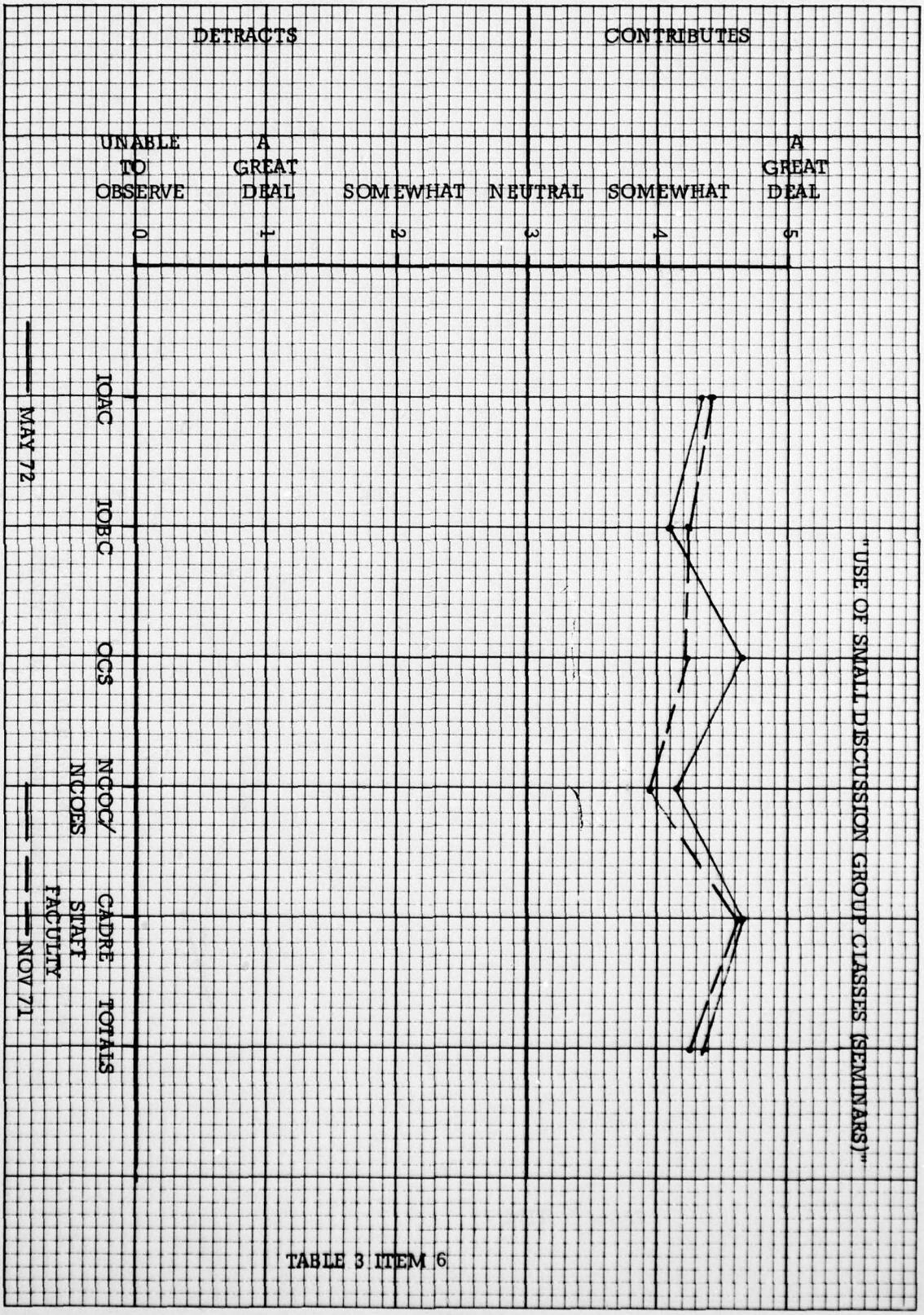


TABLE 3 ITEM 6

TABLE 3 ITEM 7

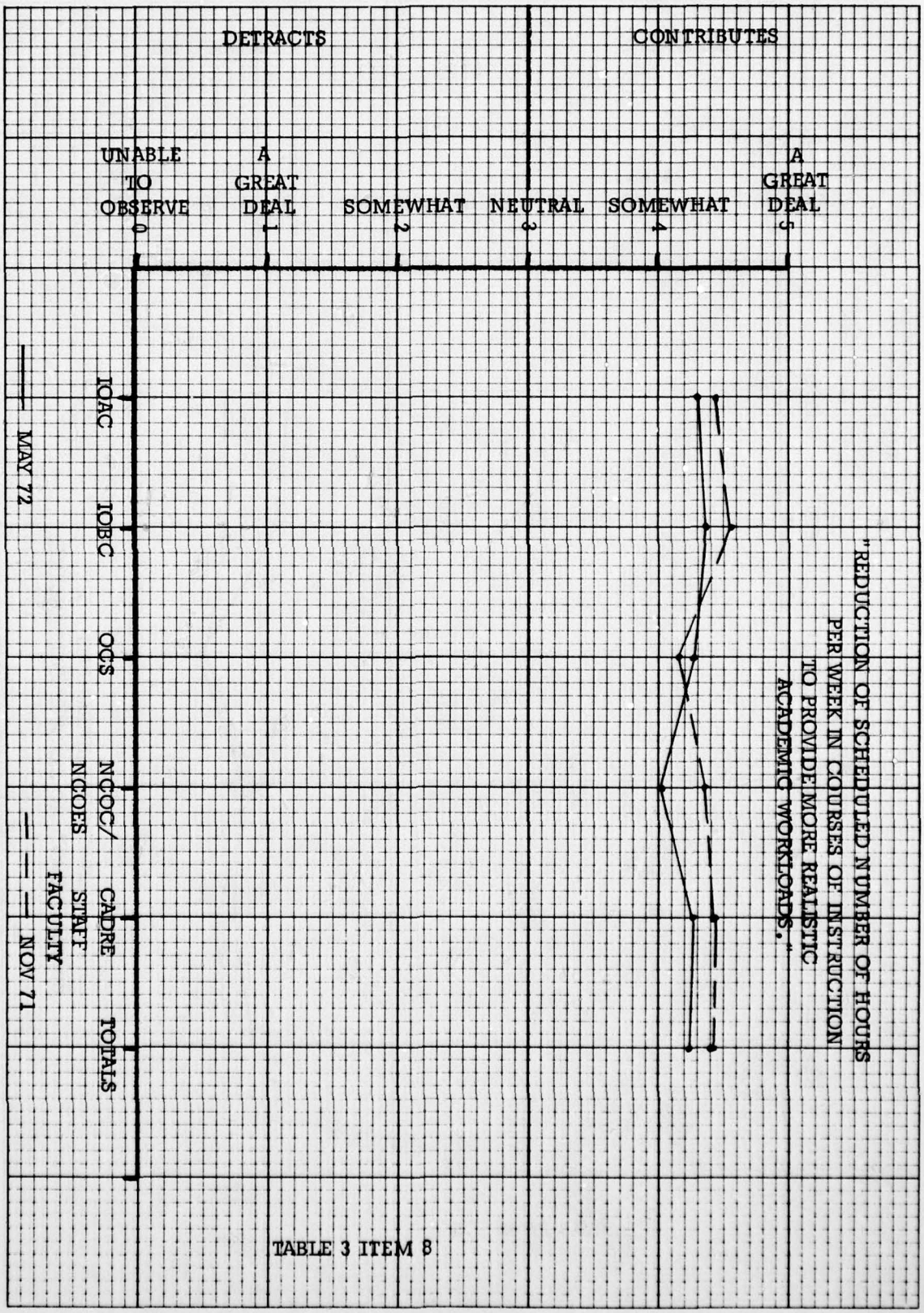


TABLE 3 ITEM 8

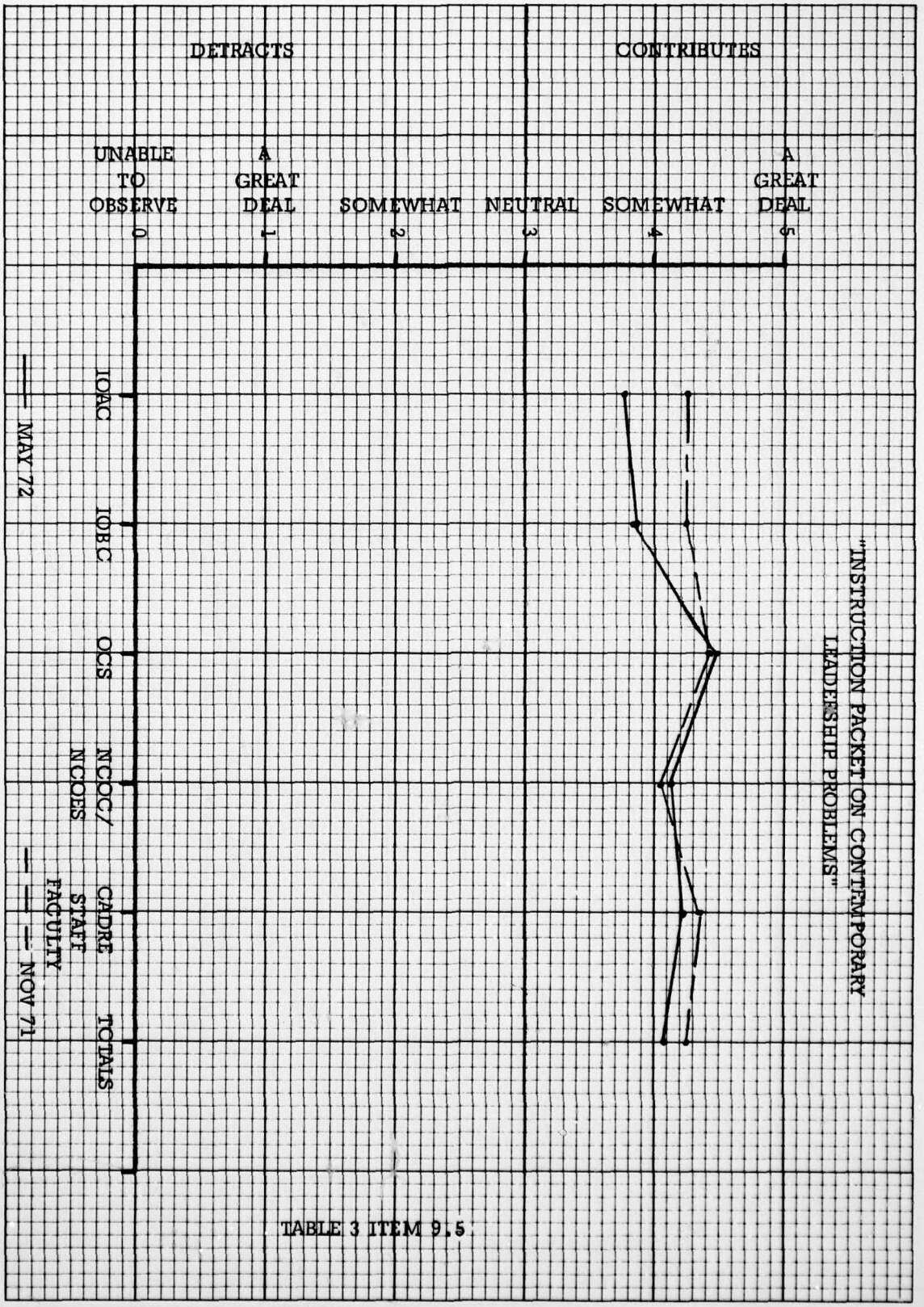
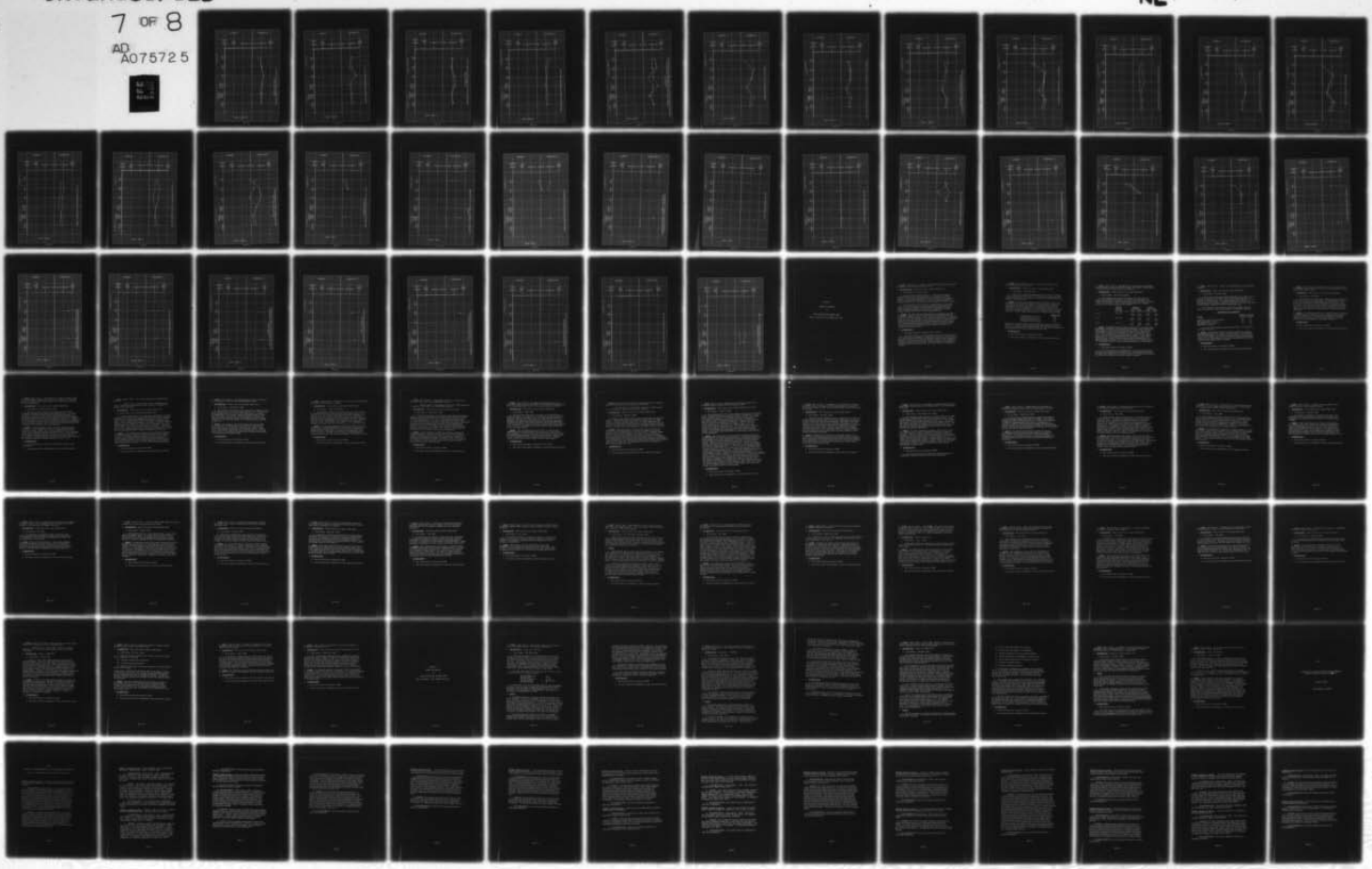


TABLE 3 ITEM 9.5

AD-A075 725 ARMY INFANTRY CENTER AND FORT BENNING GA F/G 5/9
MODERN VOLUNTEER ARMY EXPERIMENT-1972.(U)
JUL 72

UNCLASSIFIED NL

7 OF 8
AD A075725



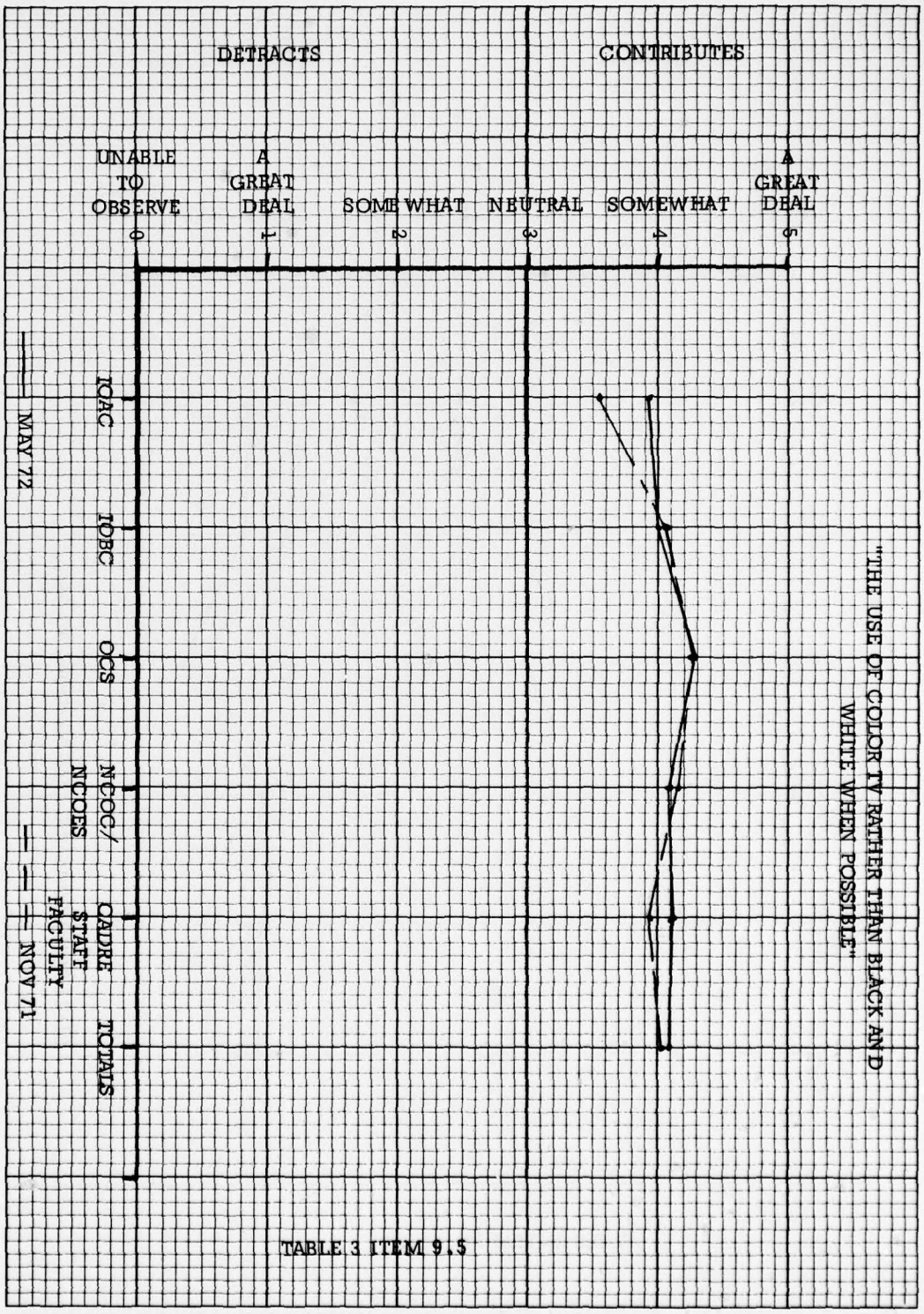


TABLE 3 ITEM 9.5

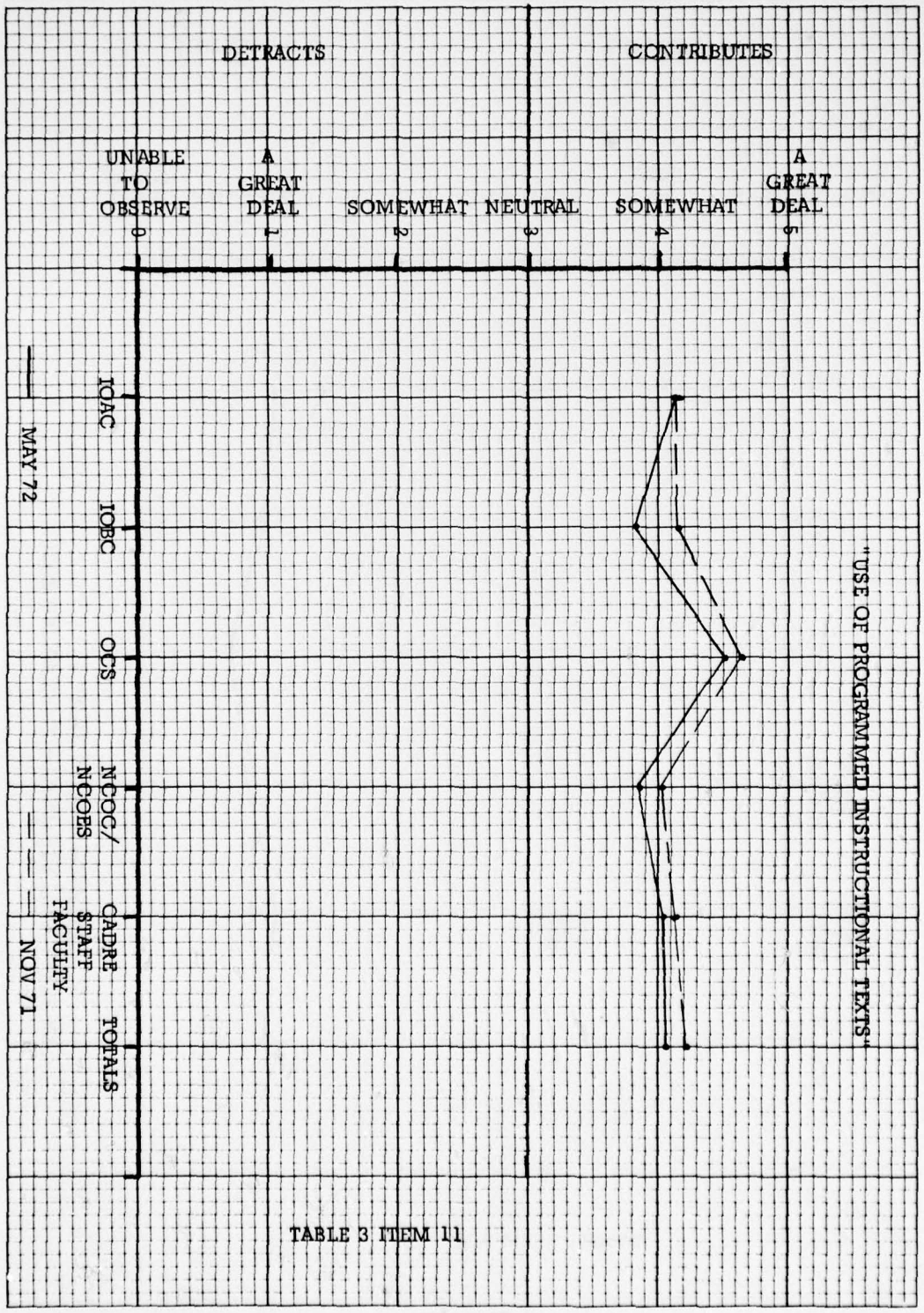


TABLE 3 ITEM 11

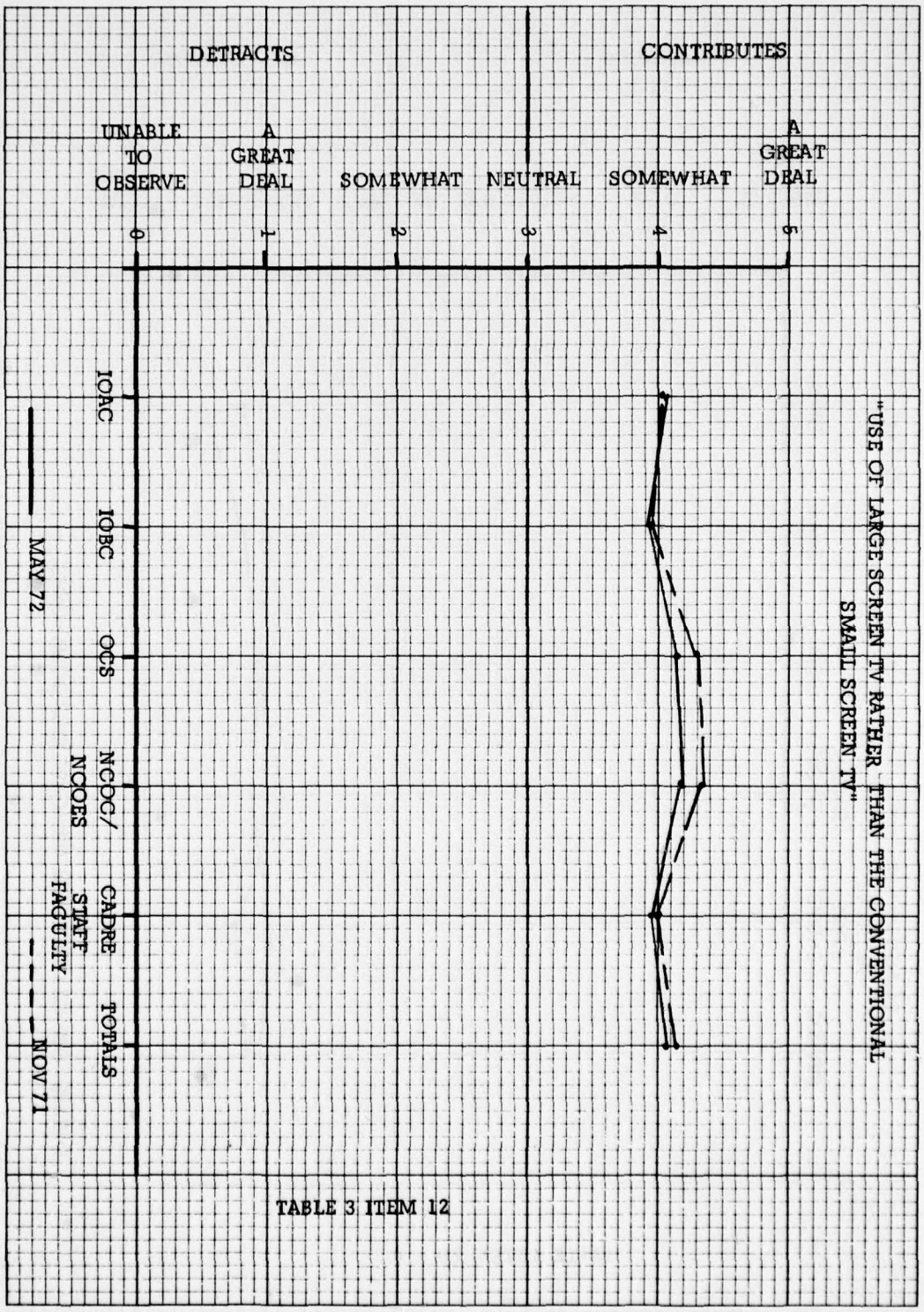


TABLE 3 ITEM 12

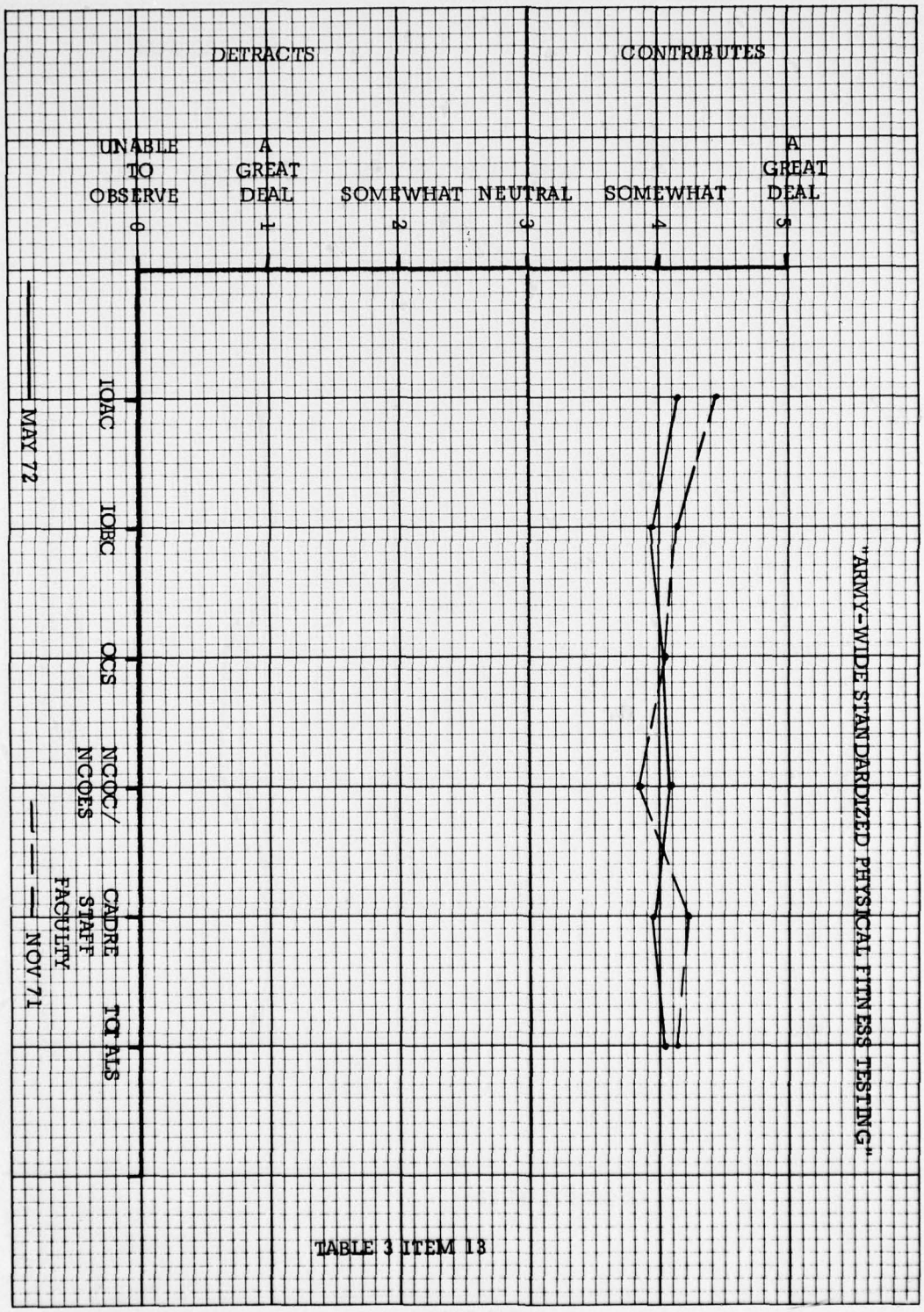


TABLE 3 ITEM 13

TABLE 3 ITEM 14

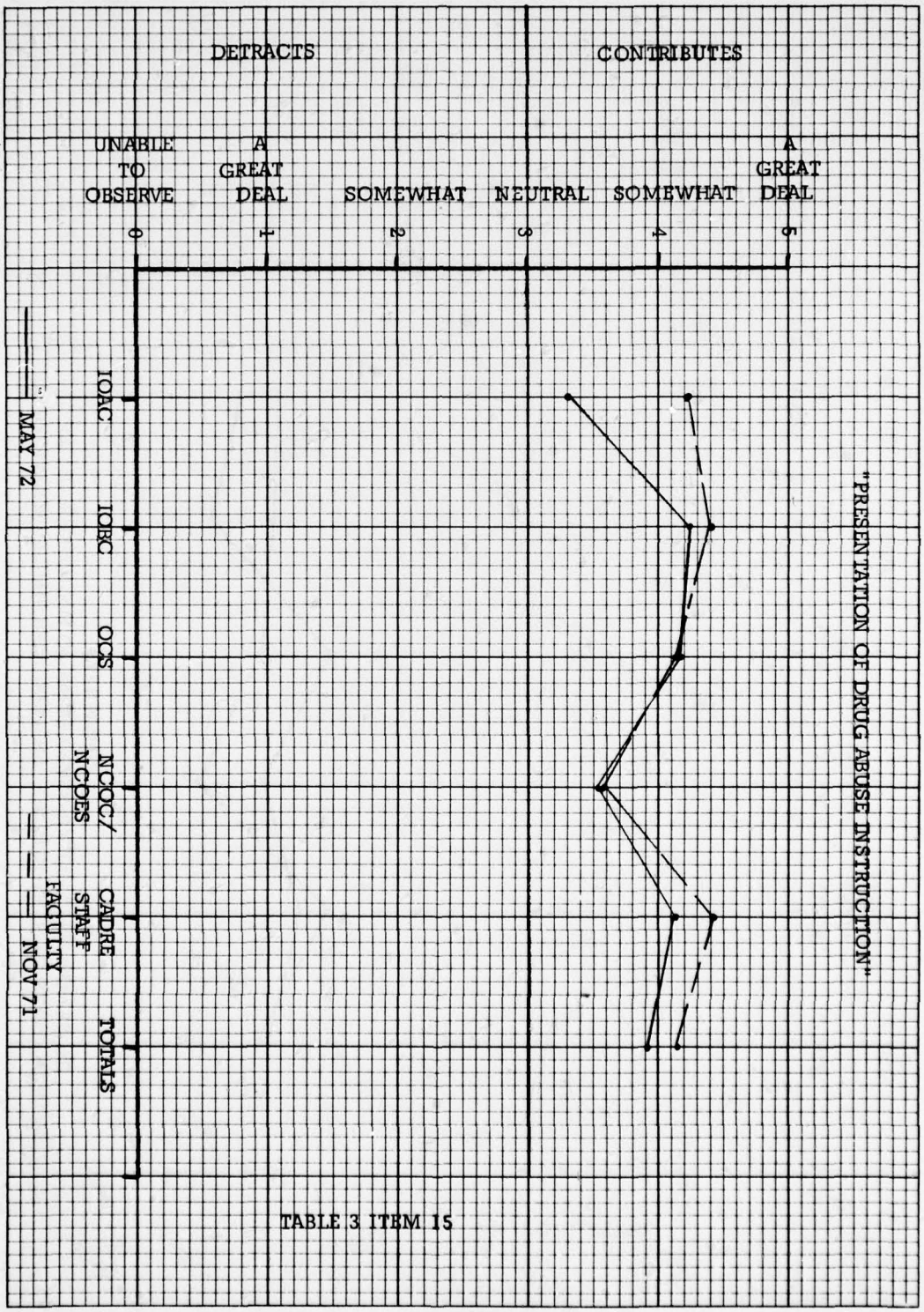


TABLE 3 ITEM 15

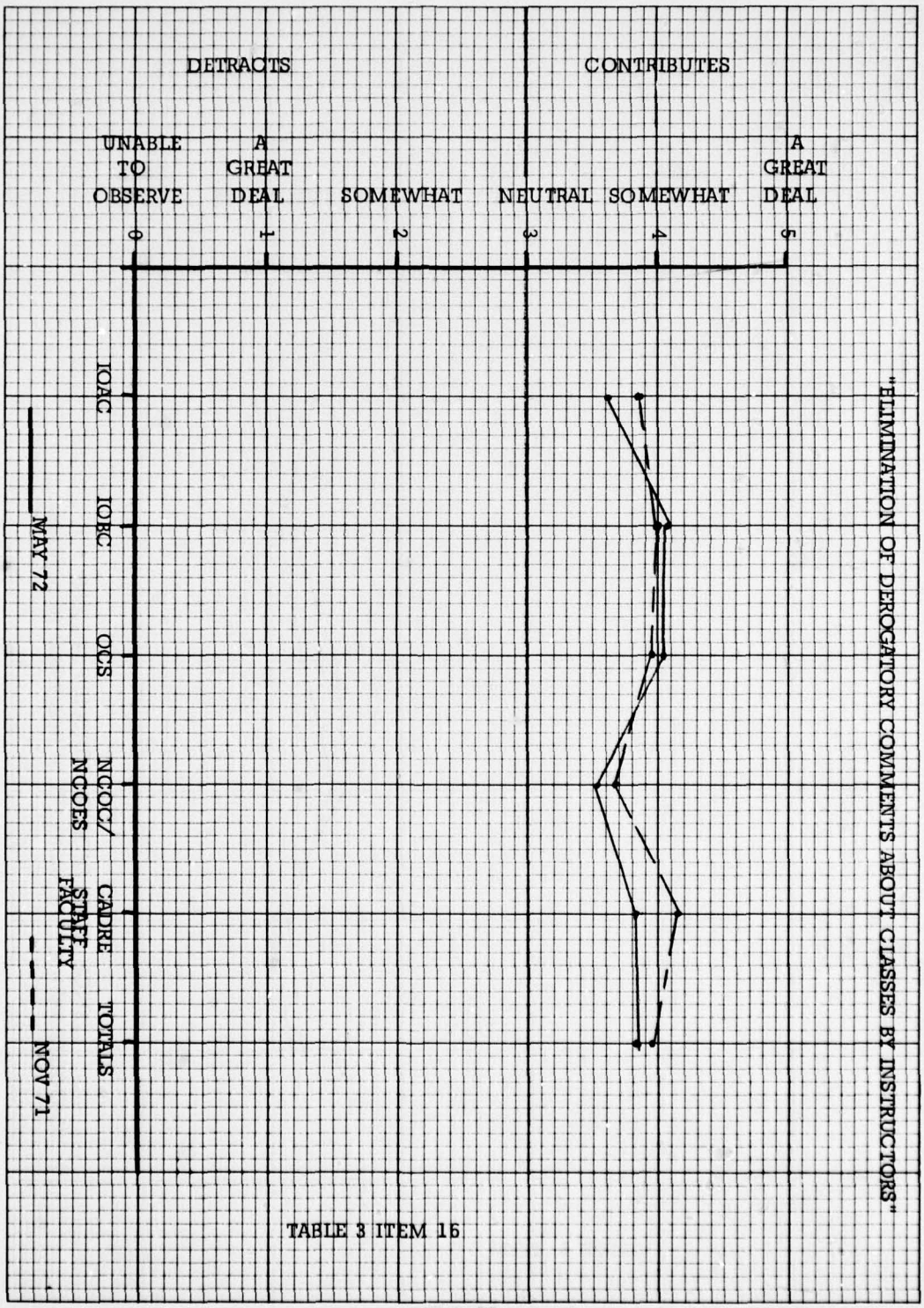


TABLE 3 ITEM 16

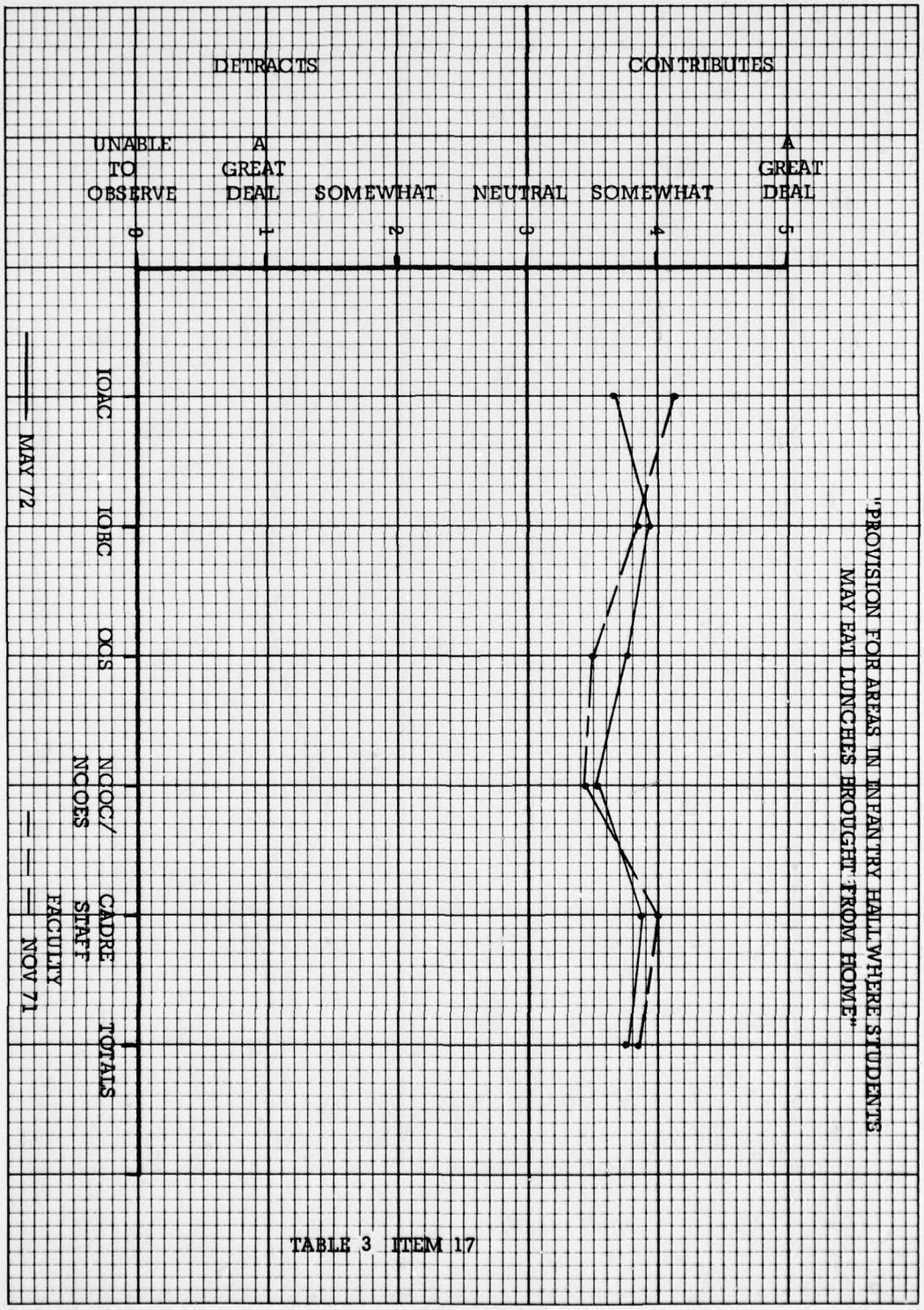


TABLE 3 ITEM 17

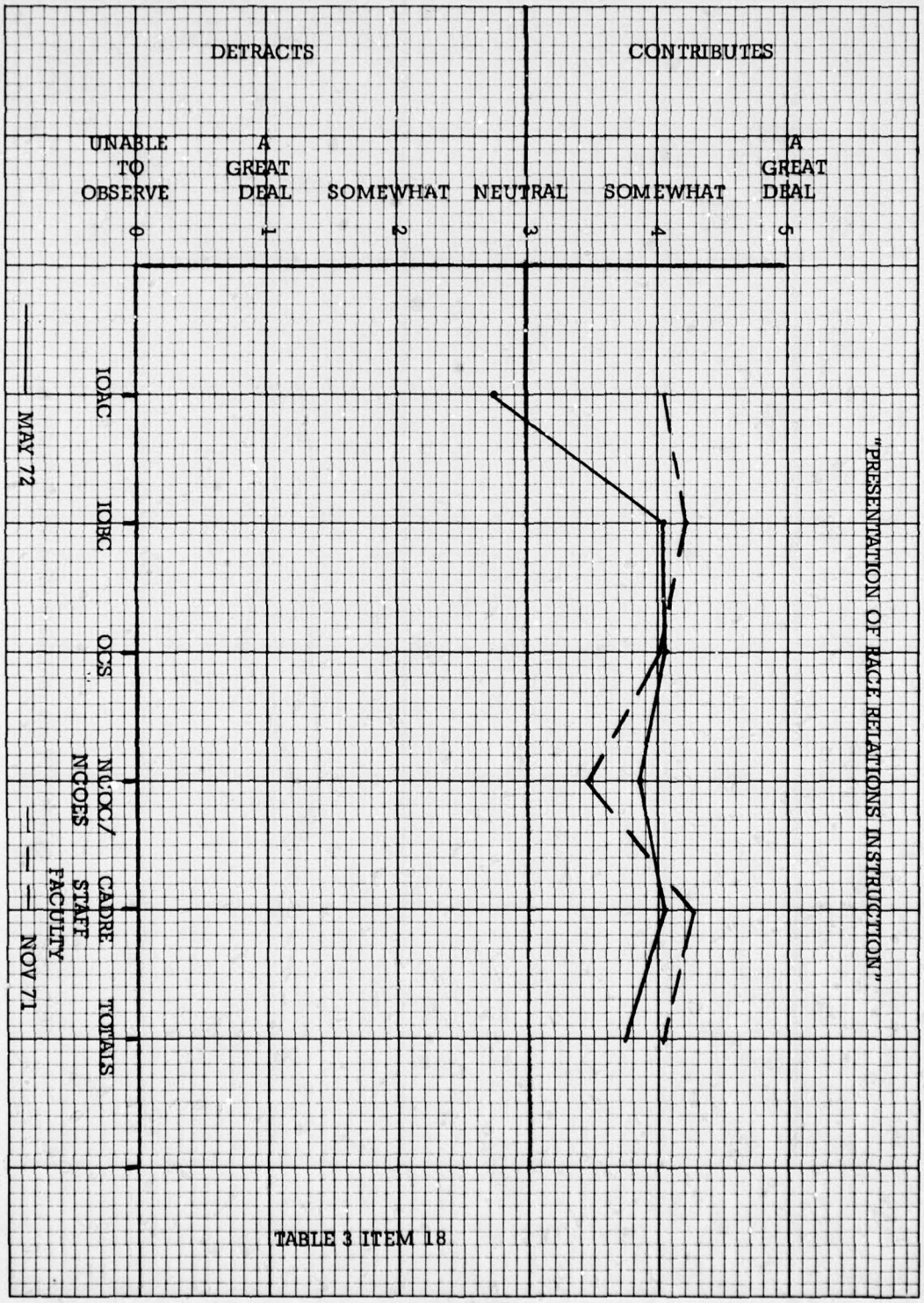


TABLE 3 ITEM 18

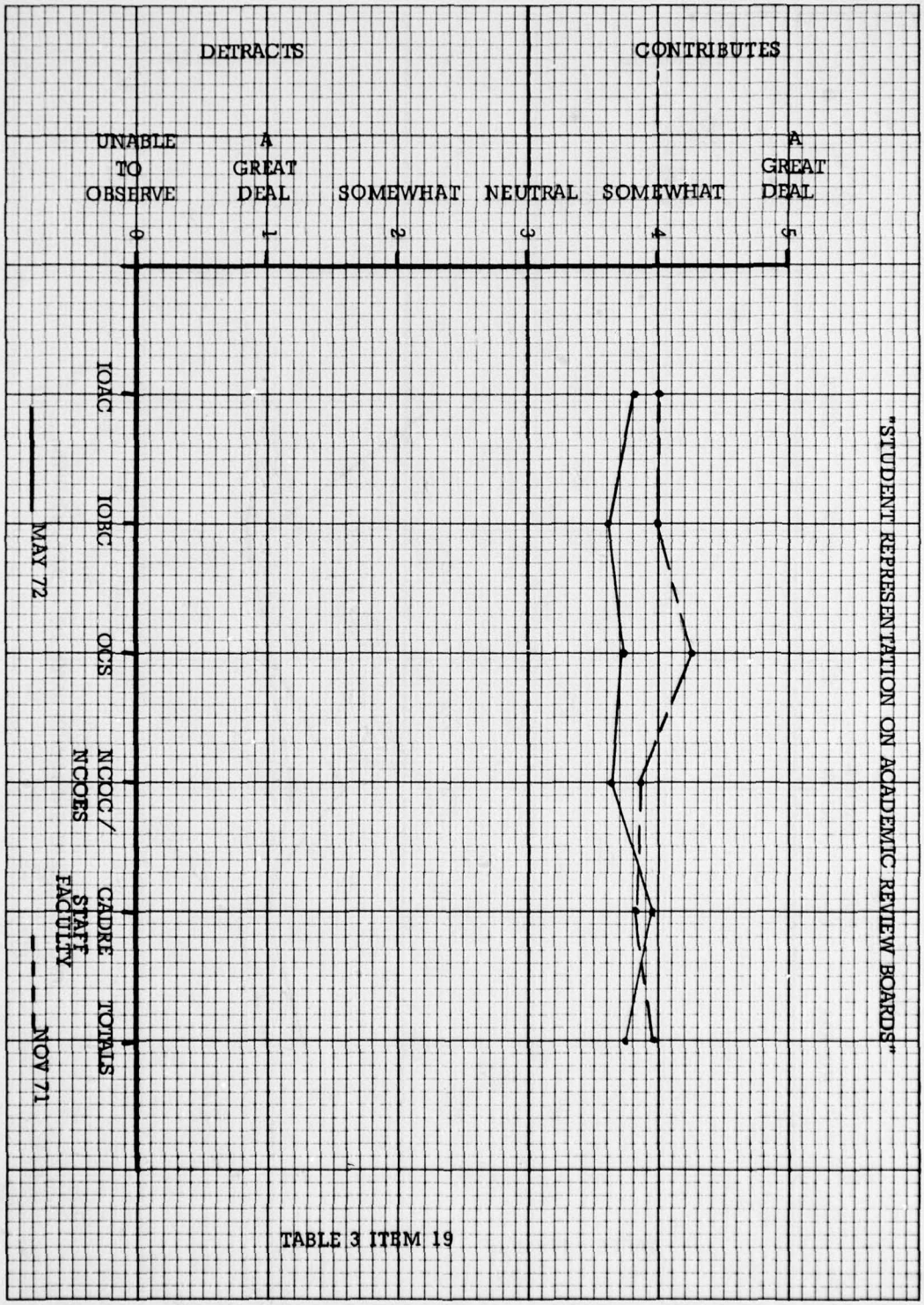


TABLE 3 ITEM 19

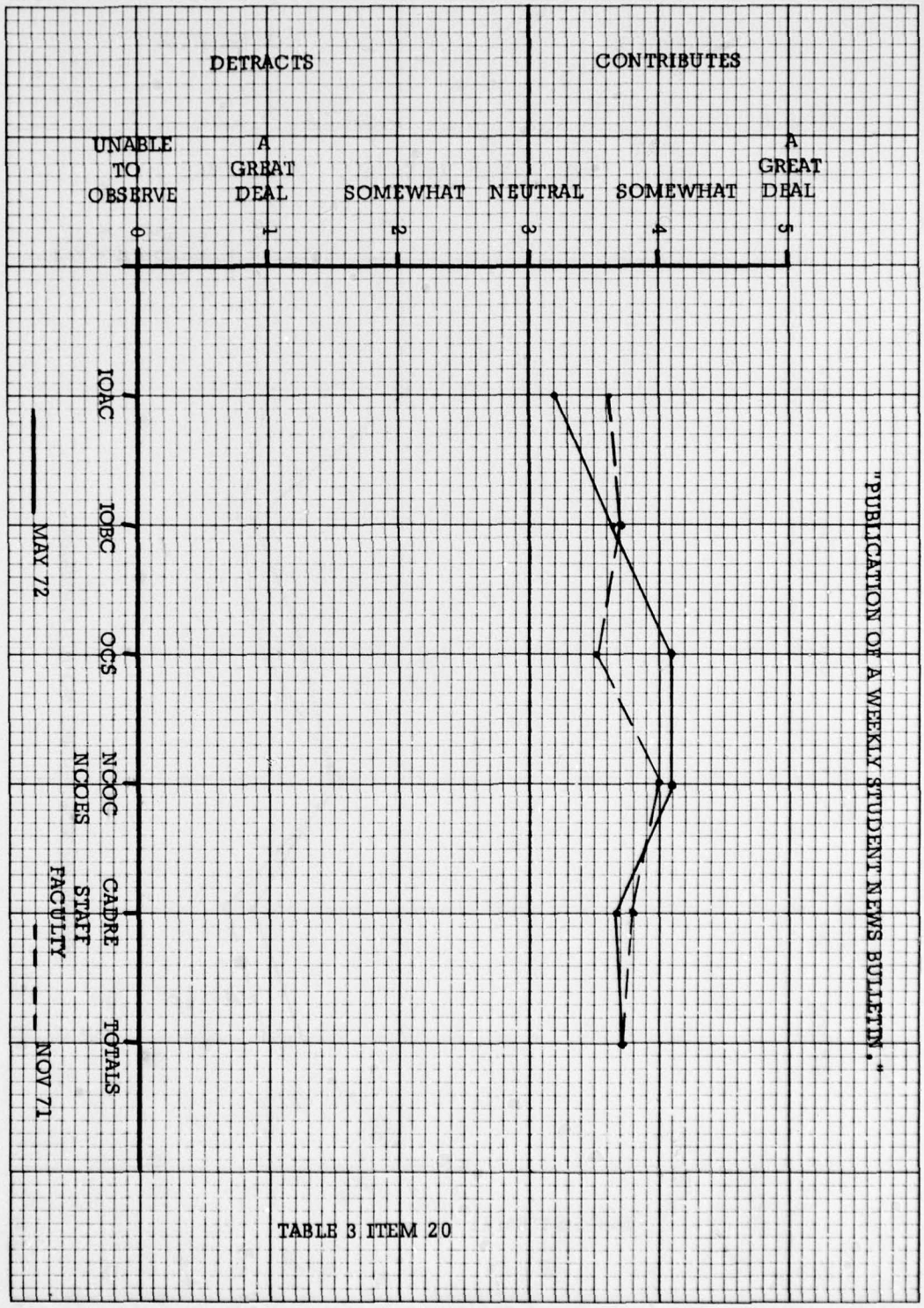


TABLE 3 ITEM 20

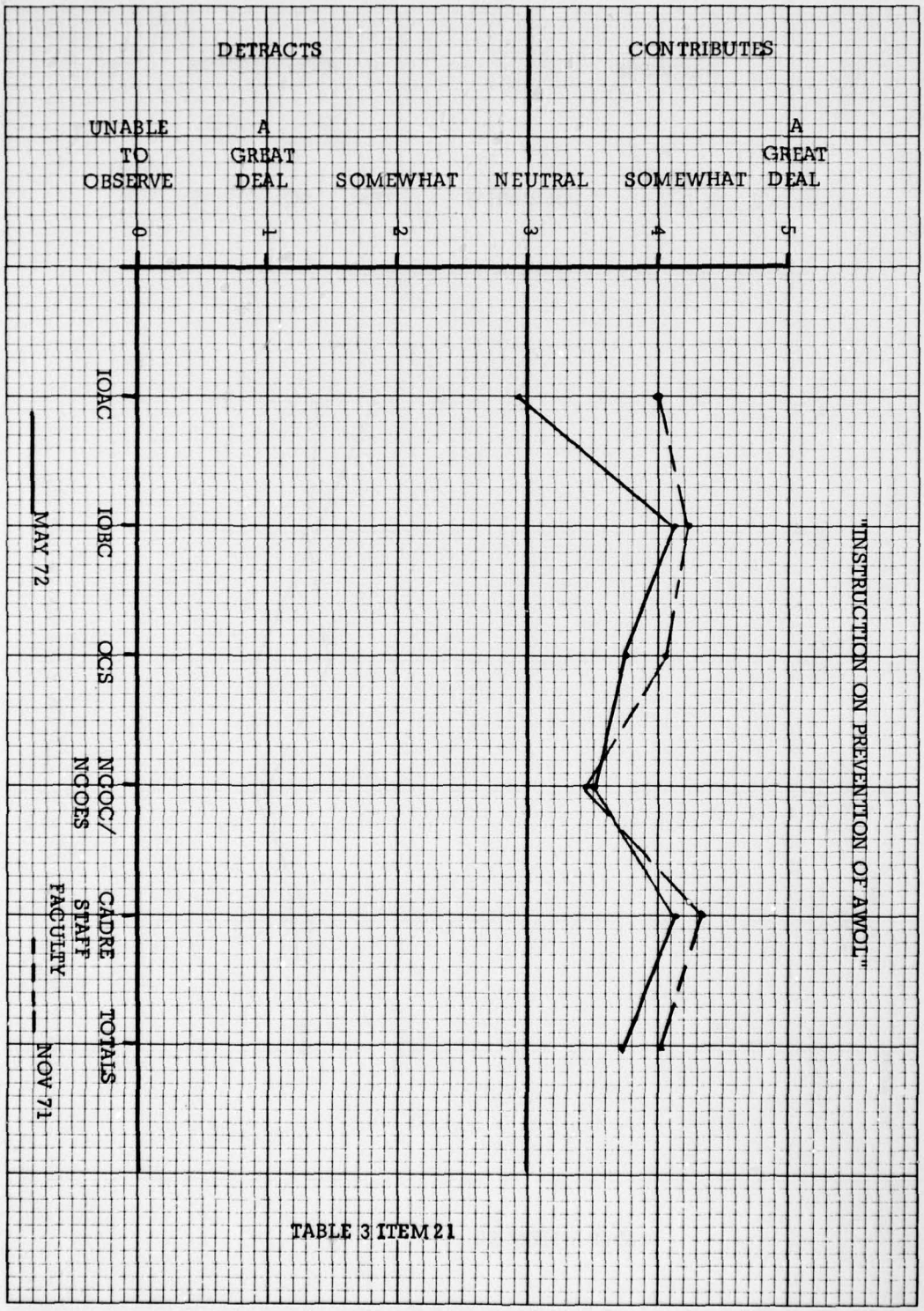


TABLE 3 ITEM 21

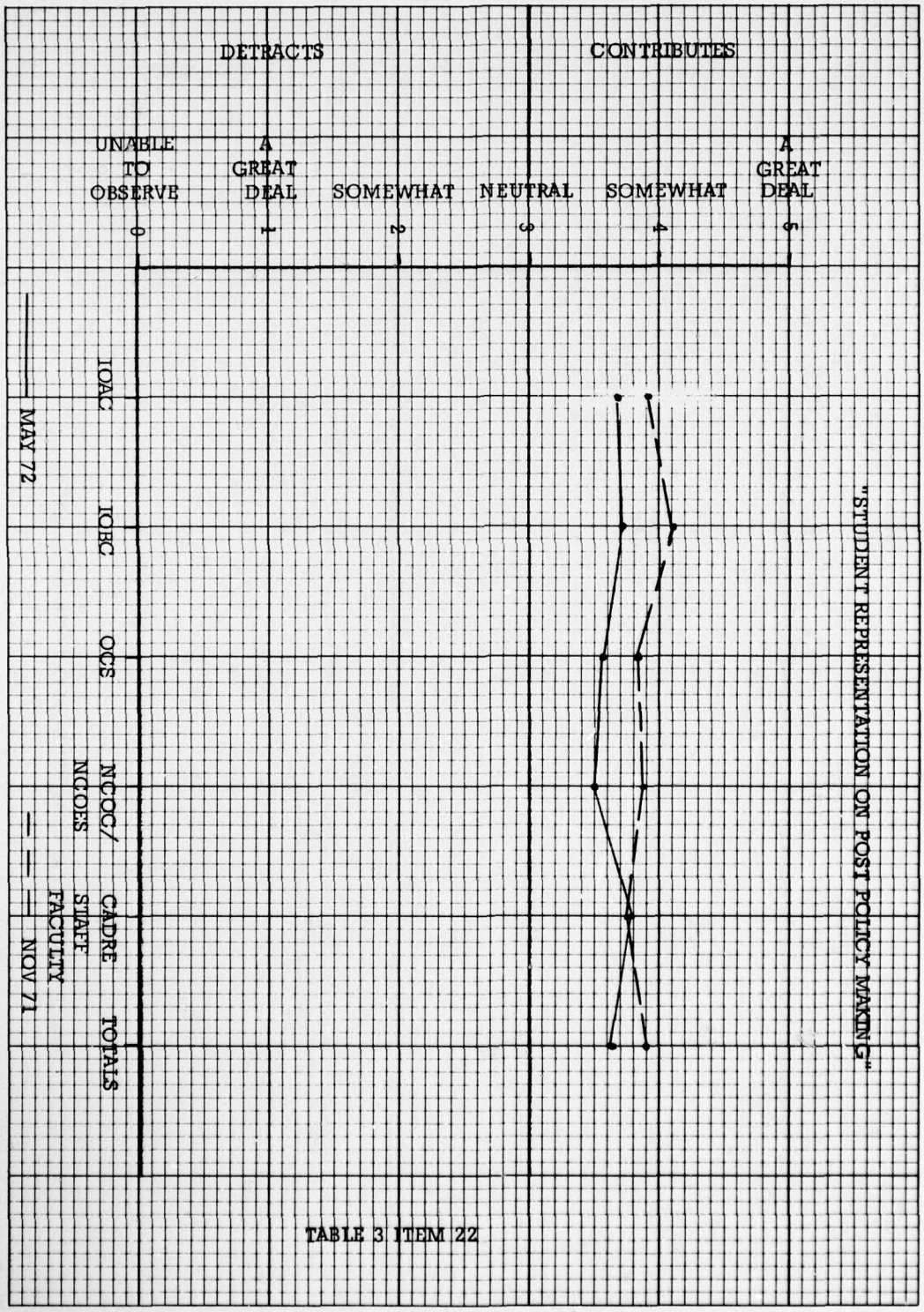


TABLE 3 ITEM 22

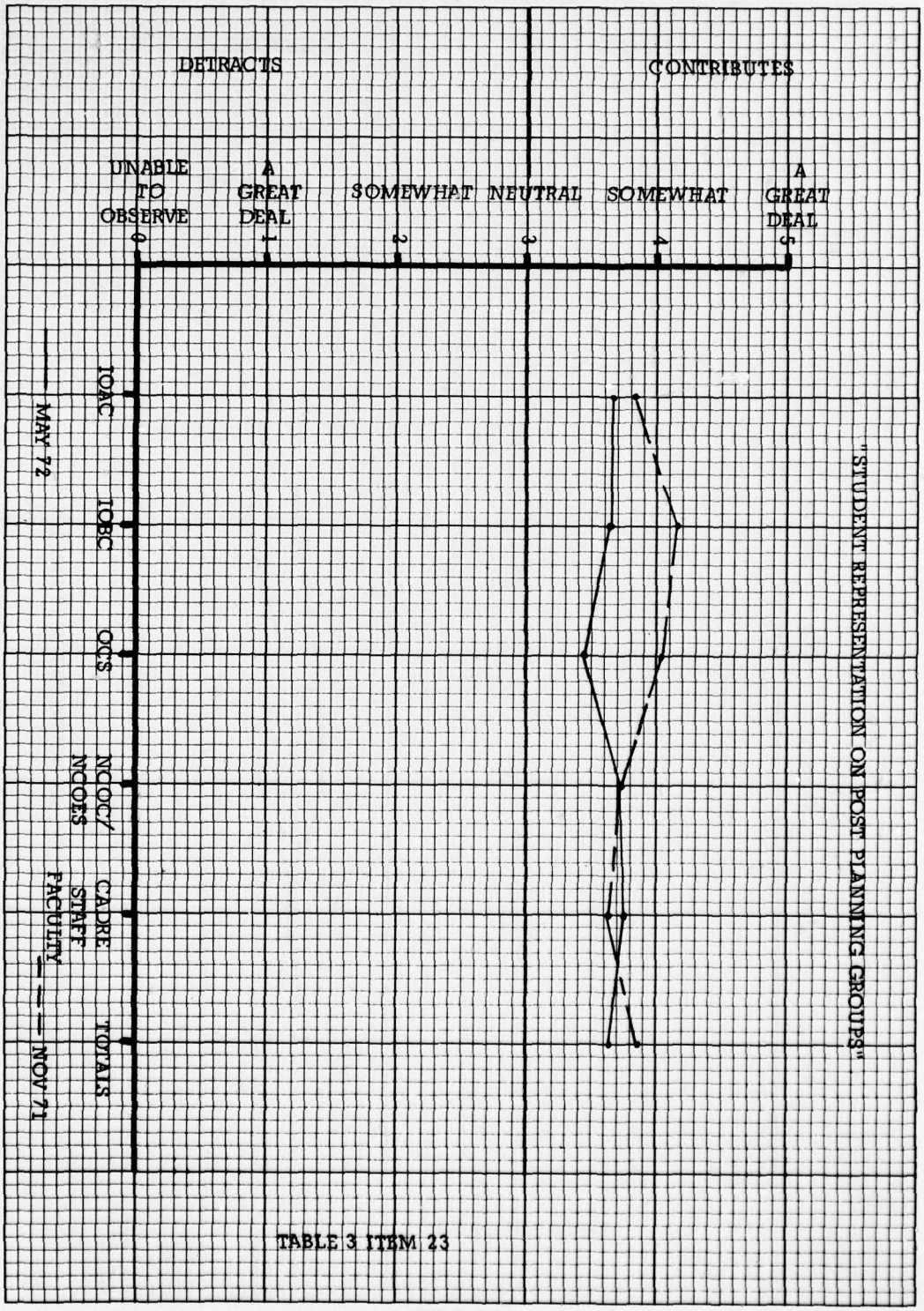


TABLE 3 ITEM 23

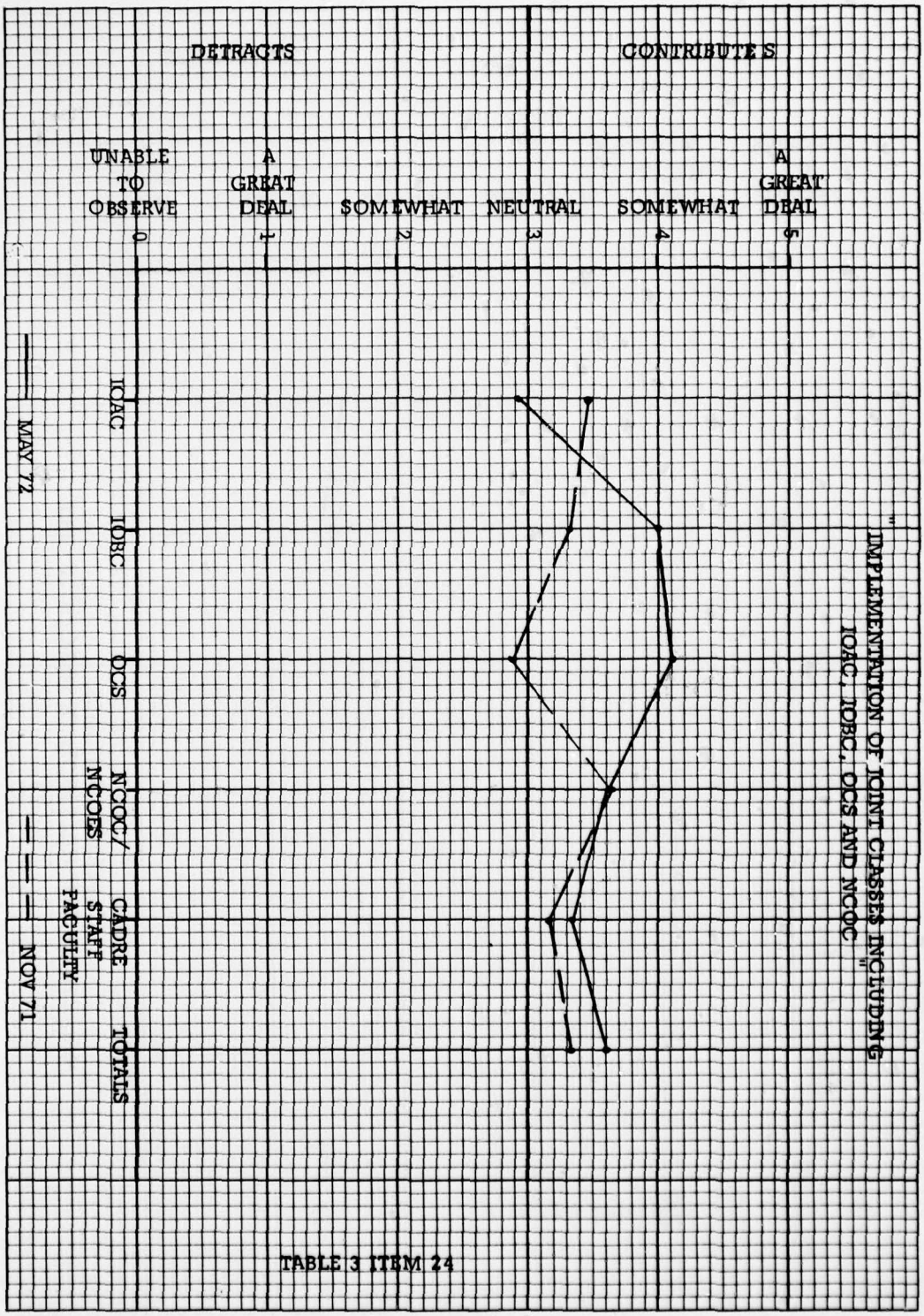


TABLE 3 ITEM 24

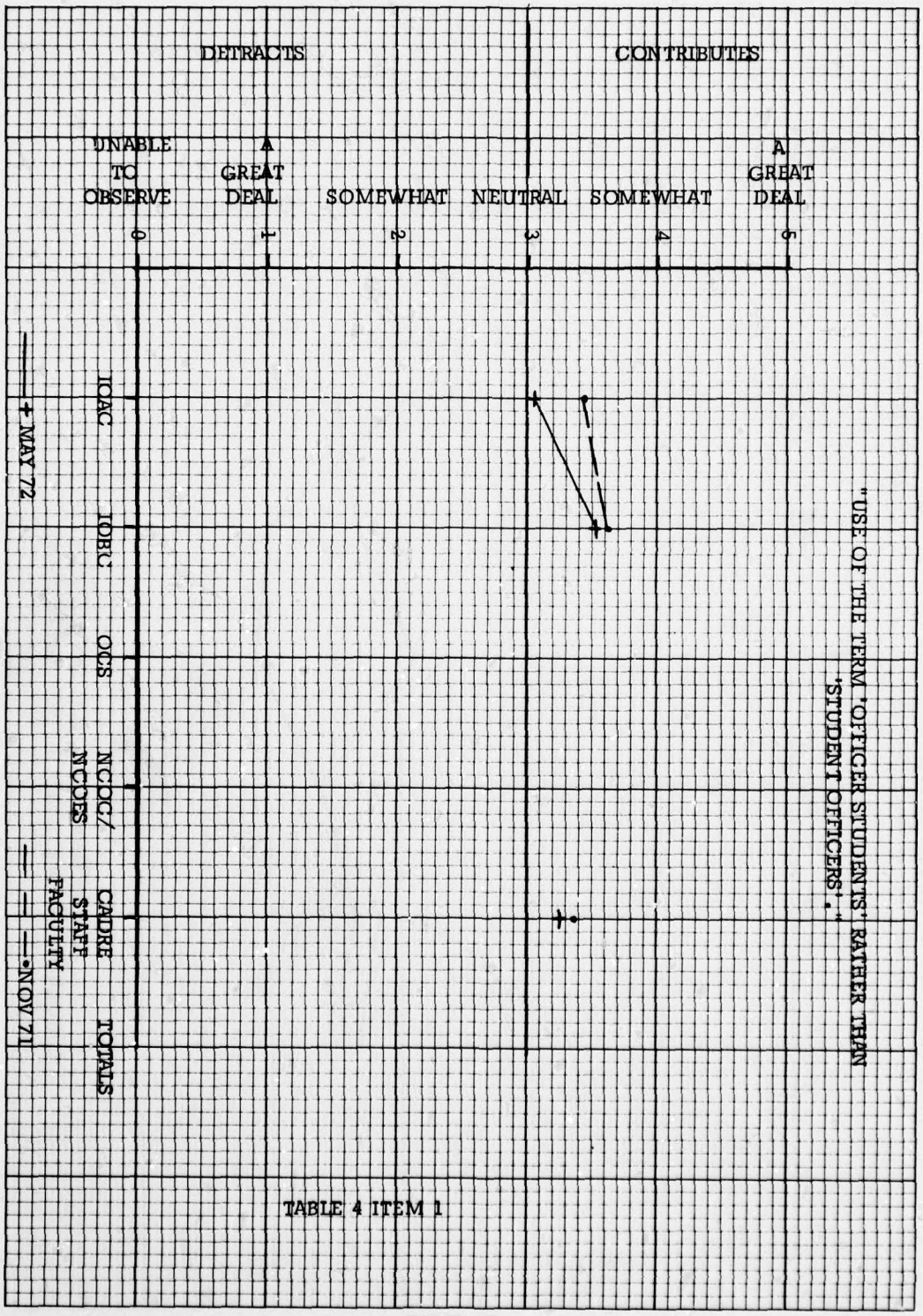


TABLE 4 ITEM 1

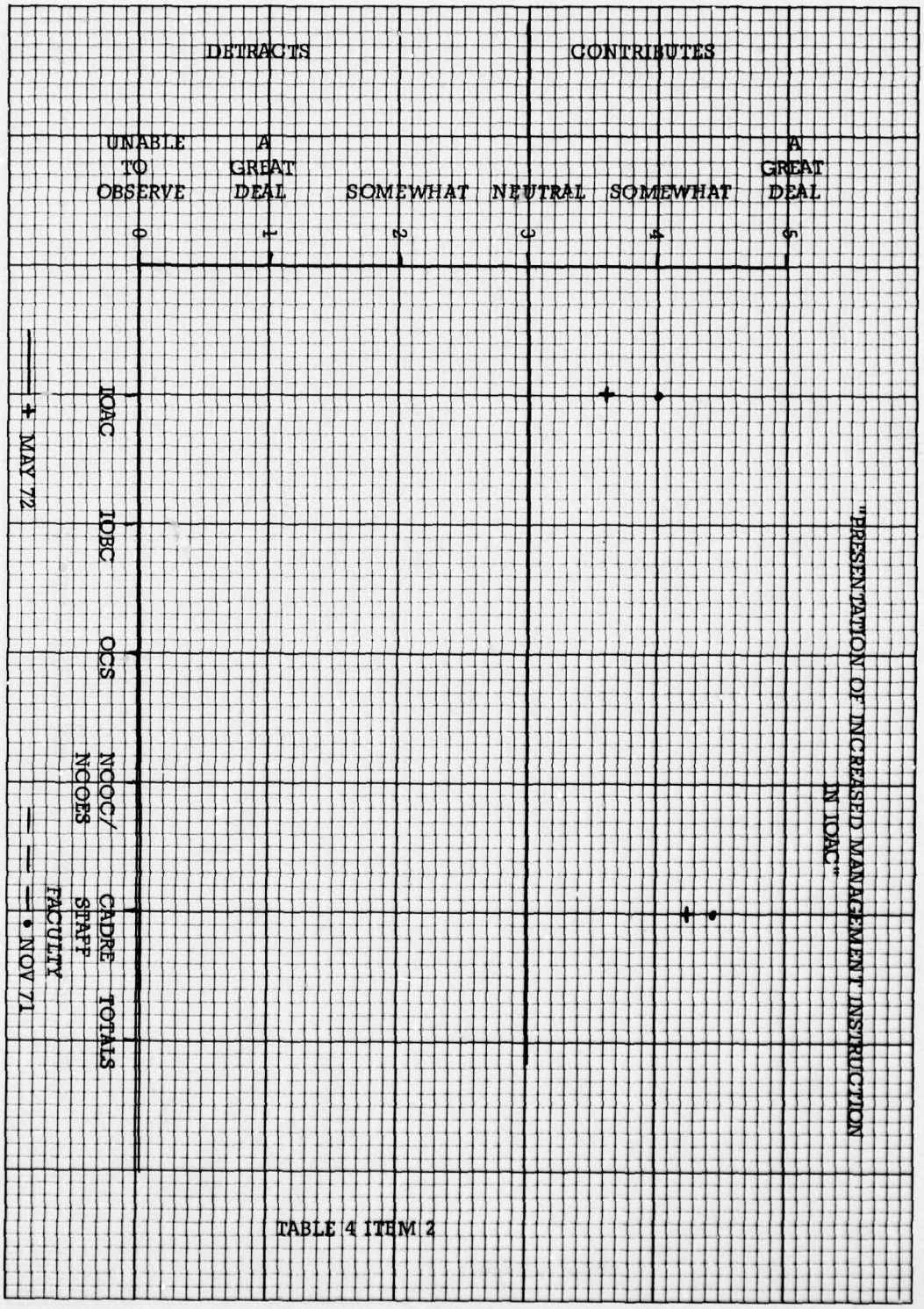


TABLE 4 ITEM 2

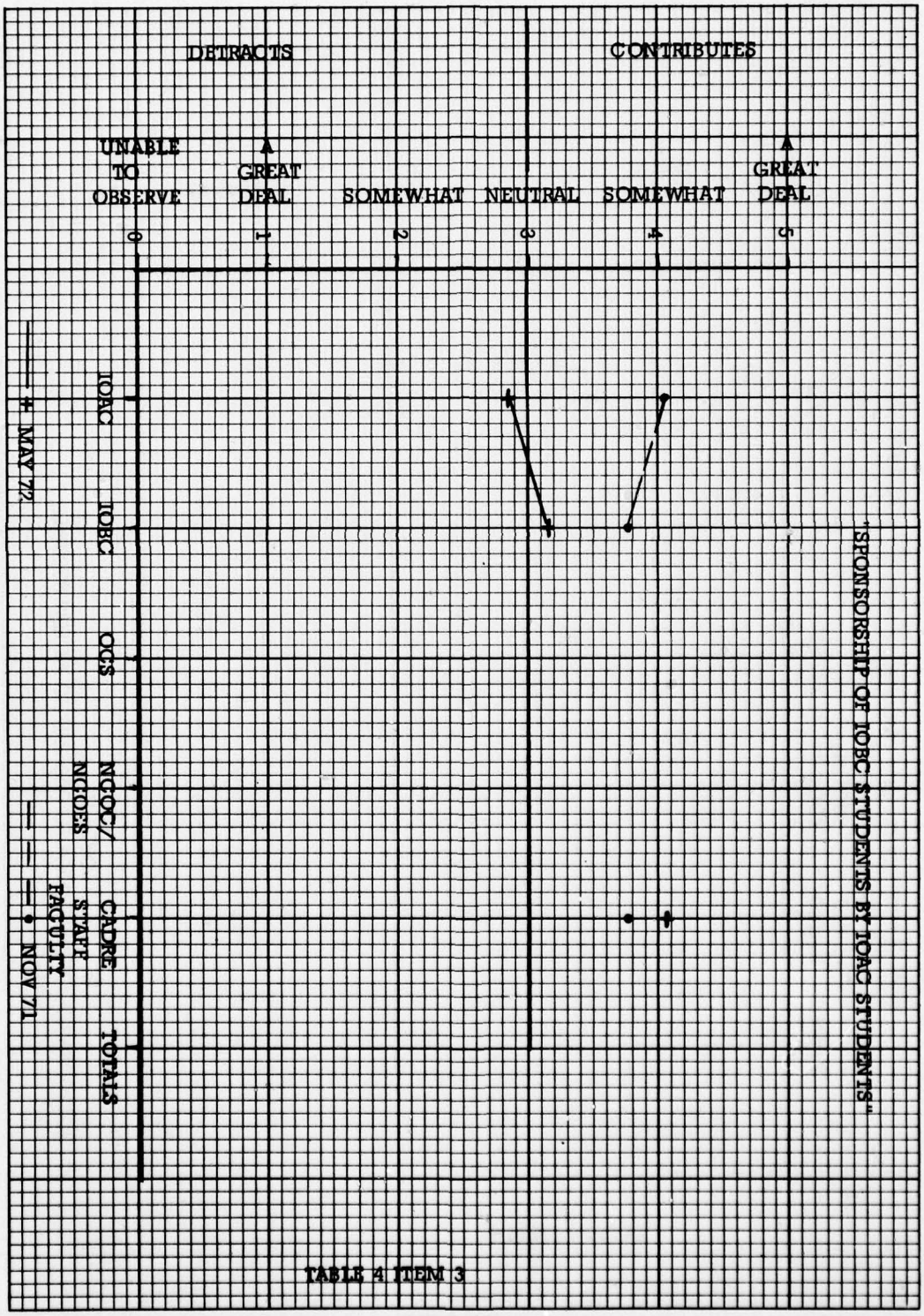


TABLE 4 ITEM 3

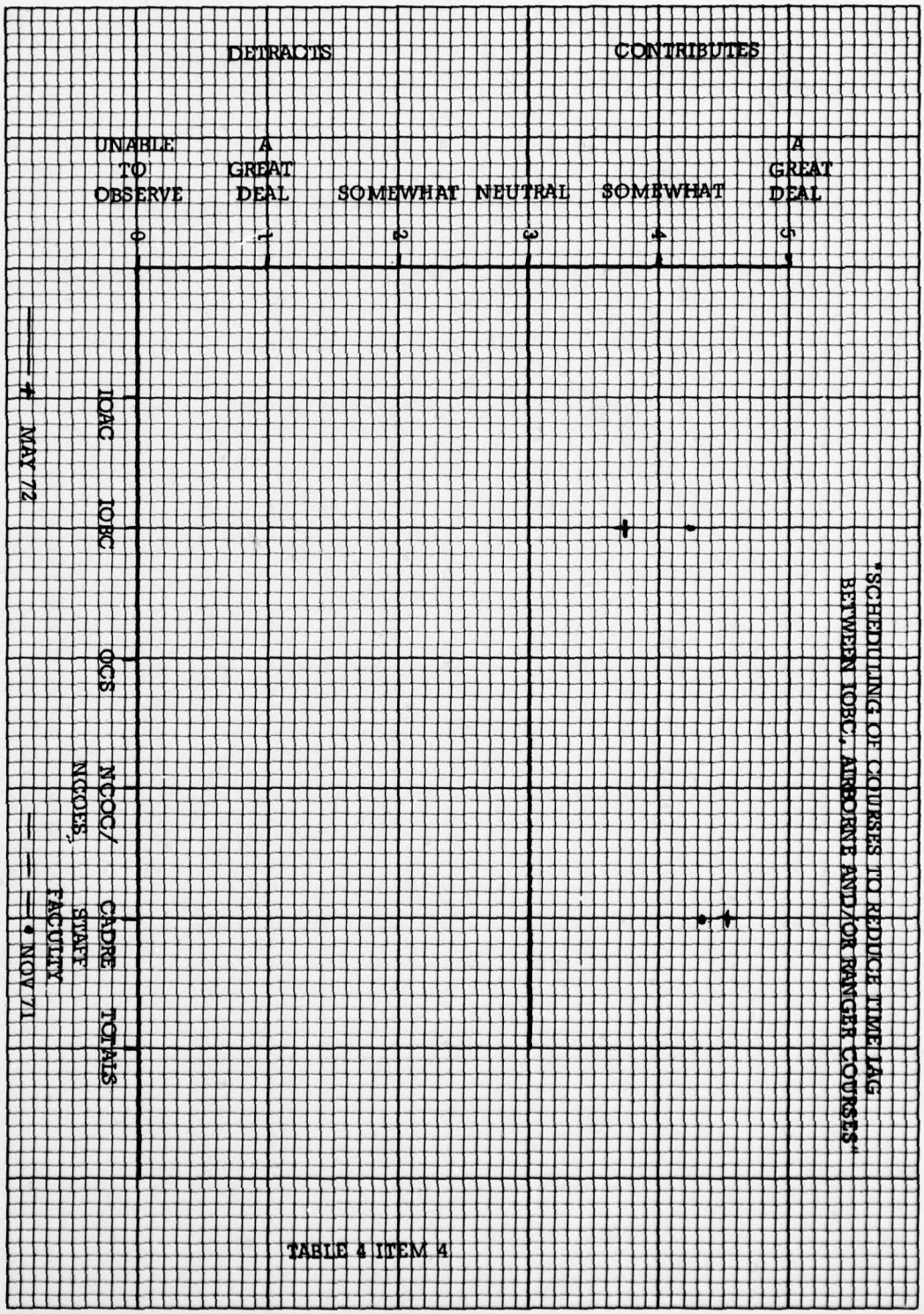


TABLE 4 ITEM 4

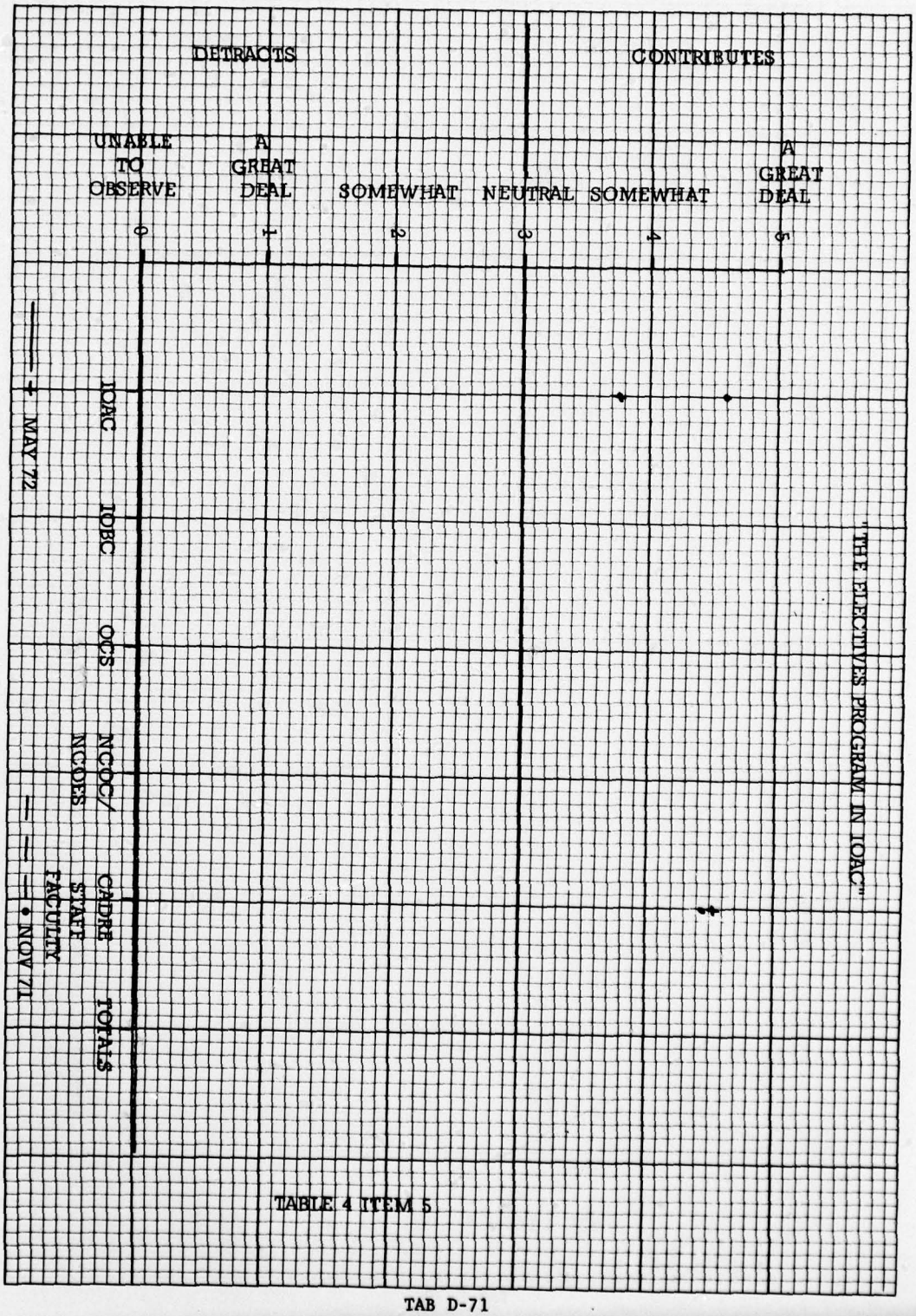


TABLE 4 ITEM 5

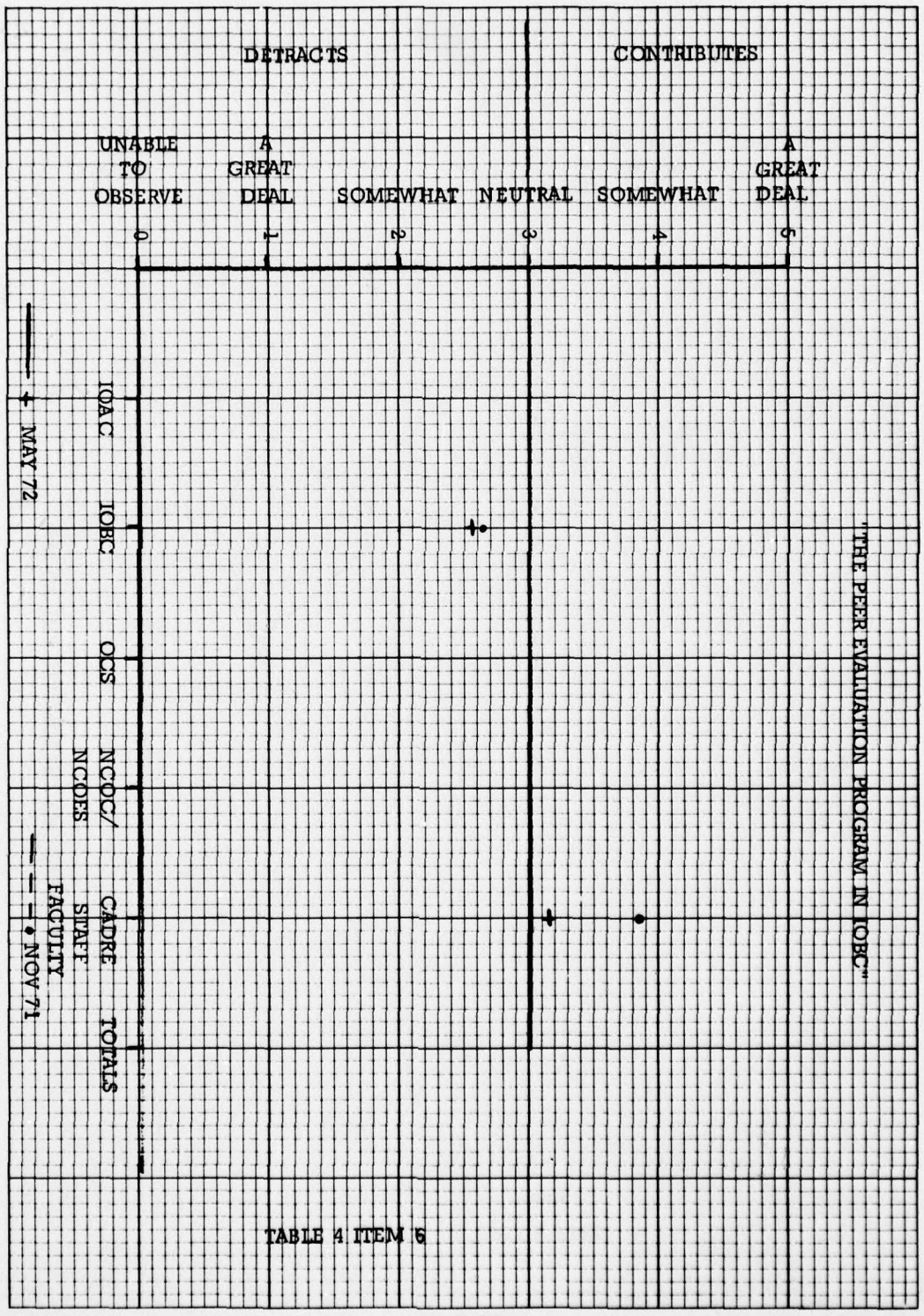


TABLE 4 ITEM 6

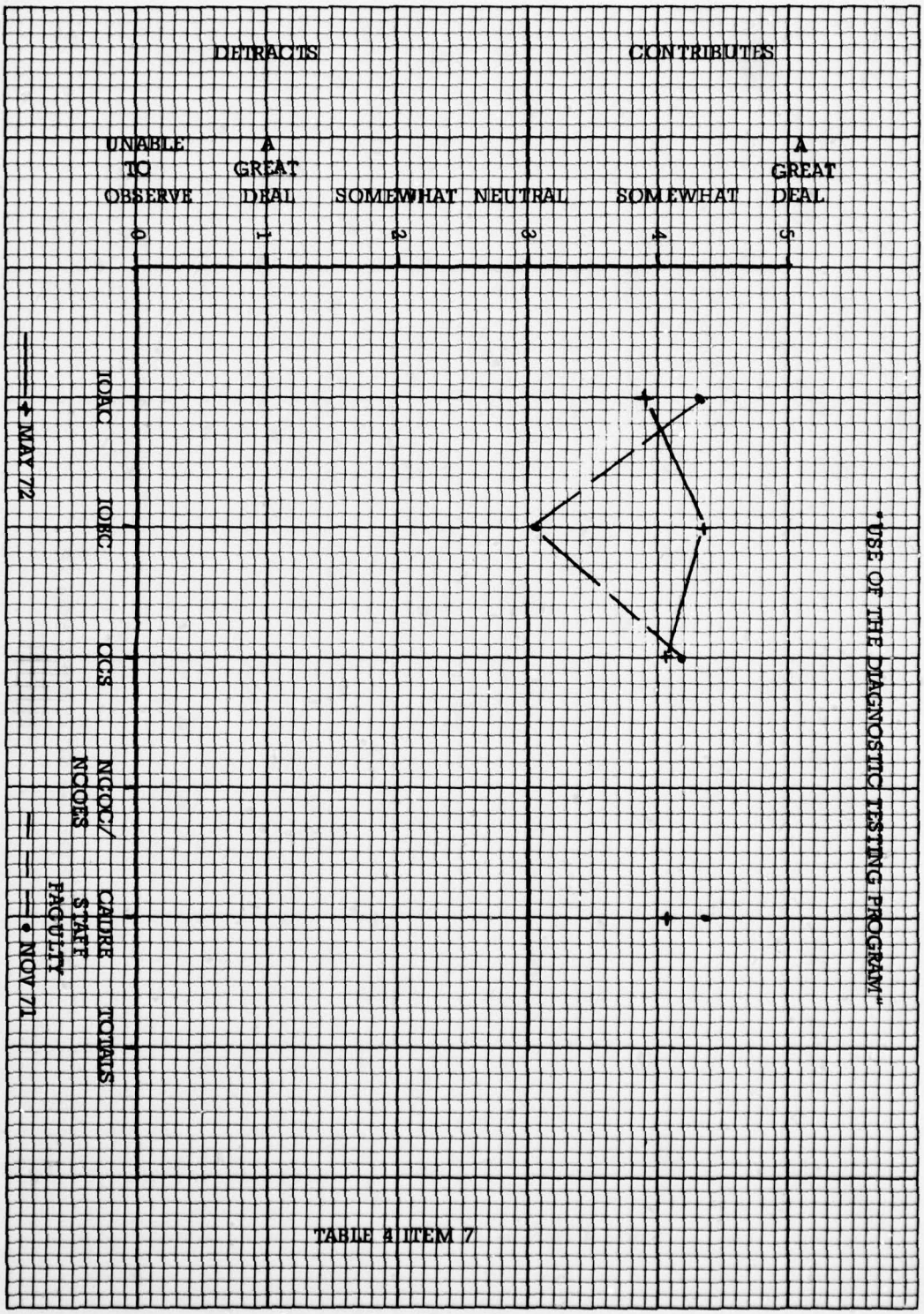


TABLE 4 ITEM 7

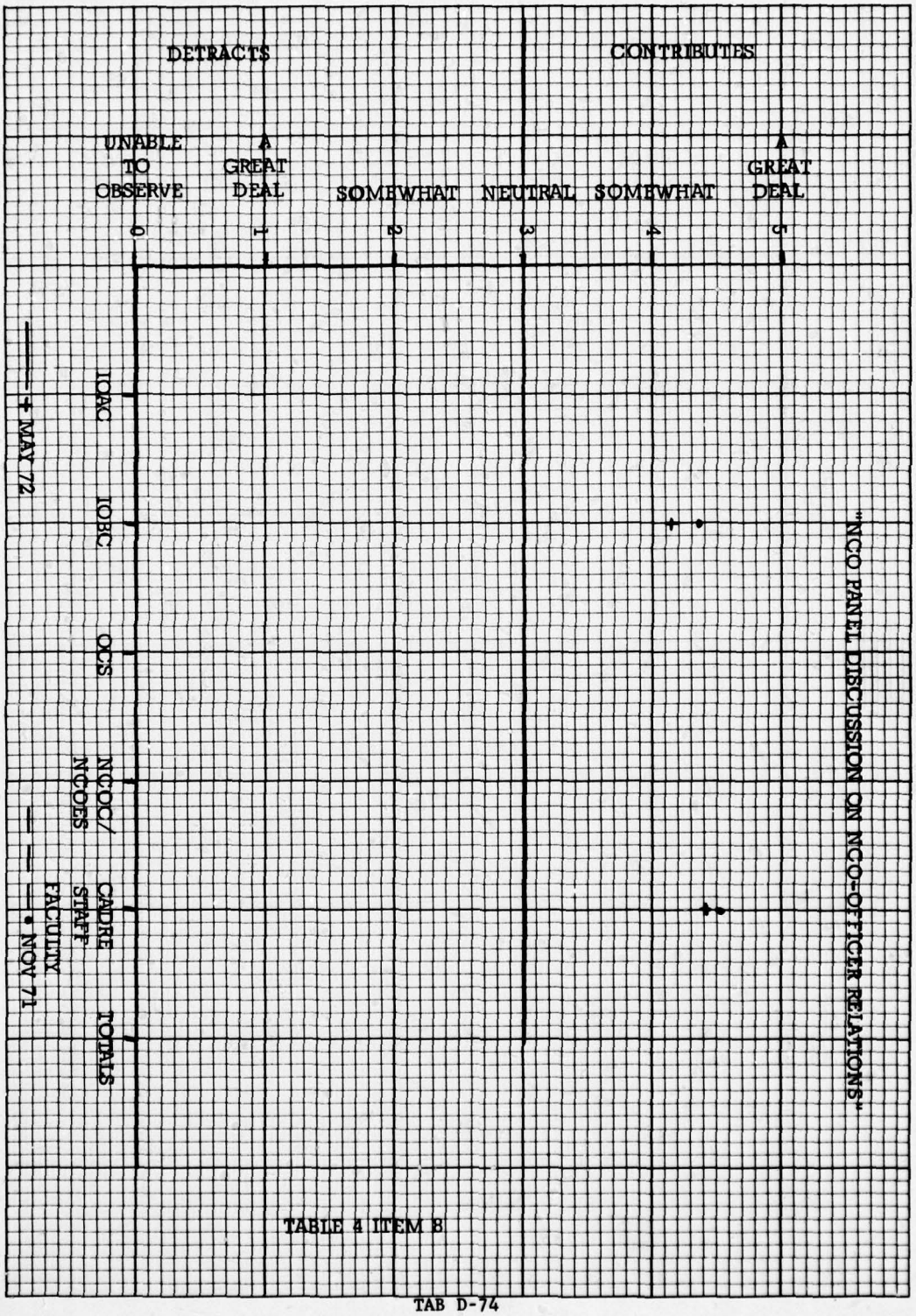


TABLE 4 ITEM 8

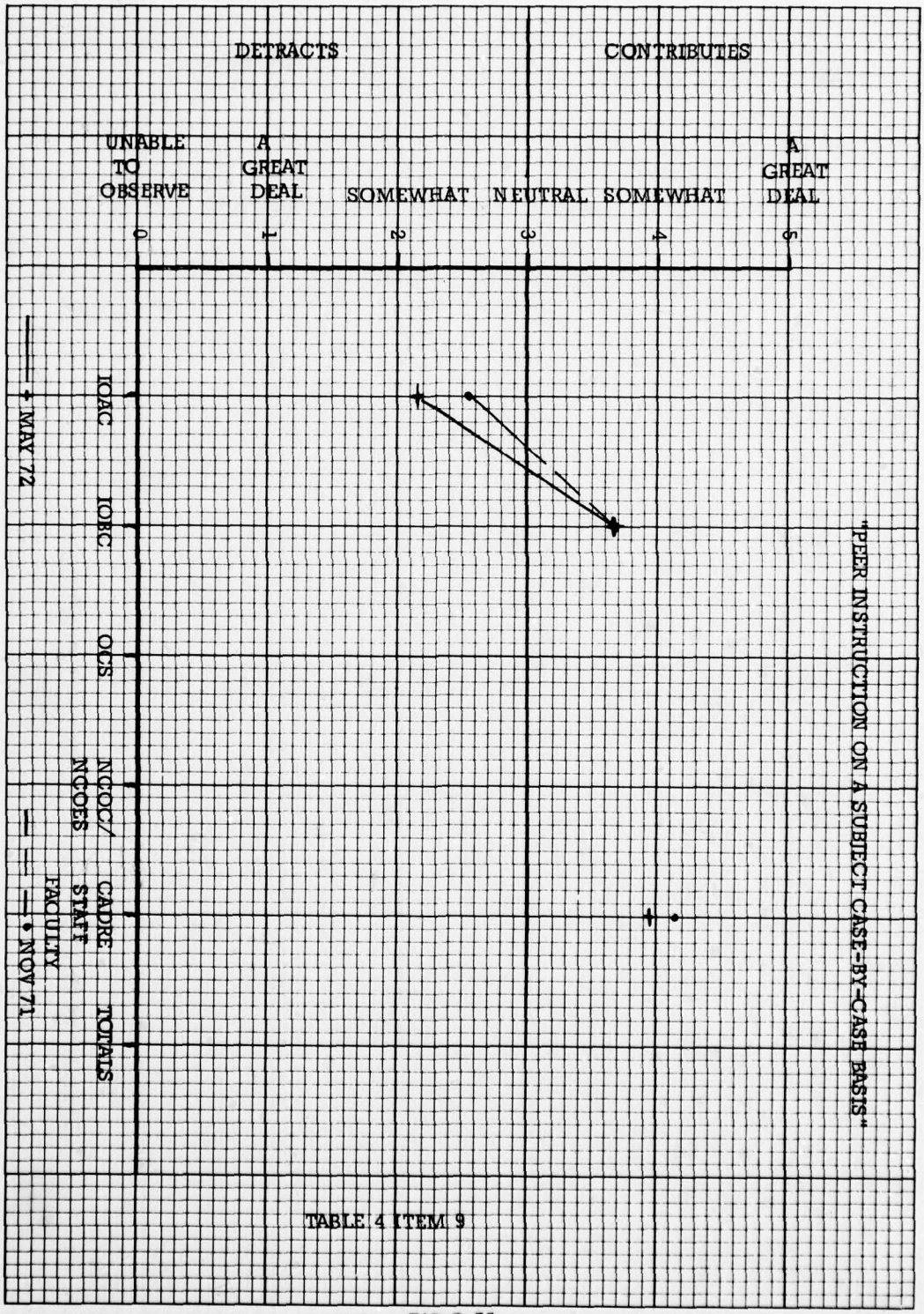


TABLE 4 ITEM 9

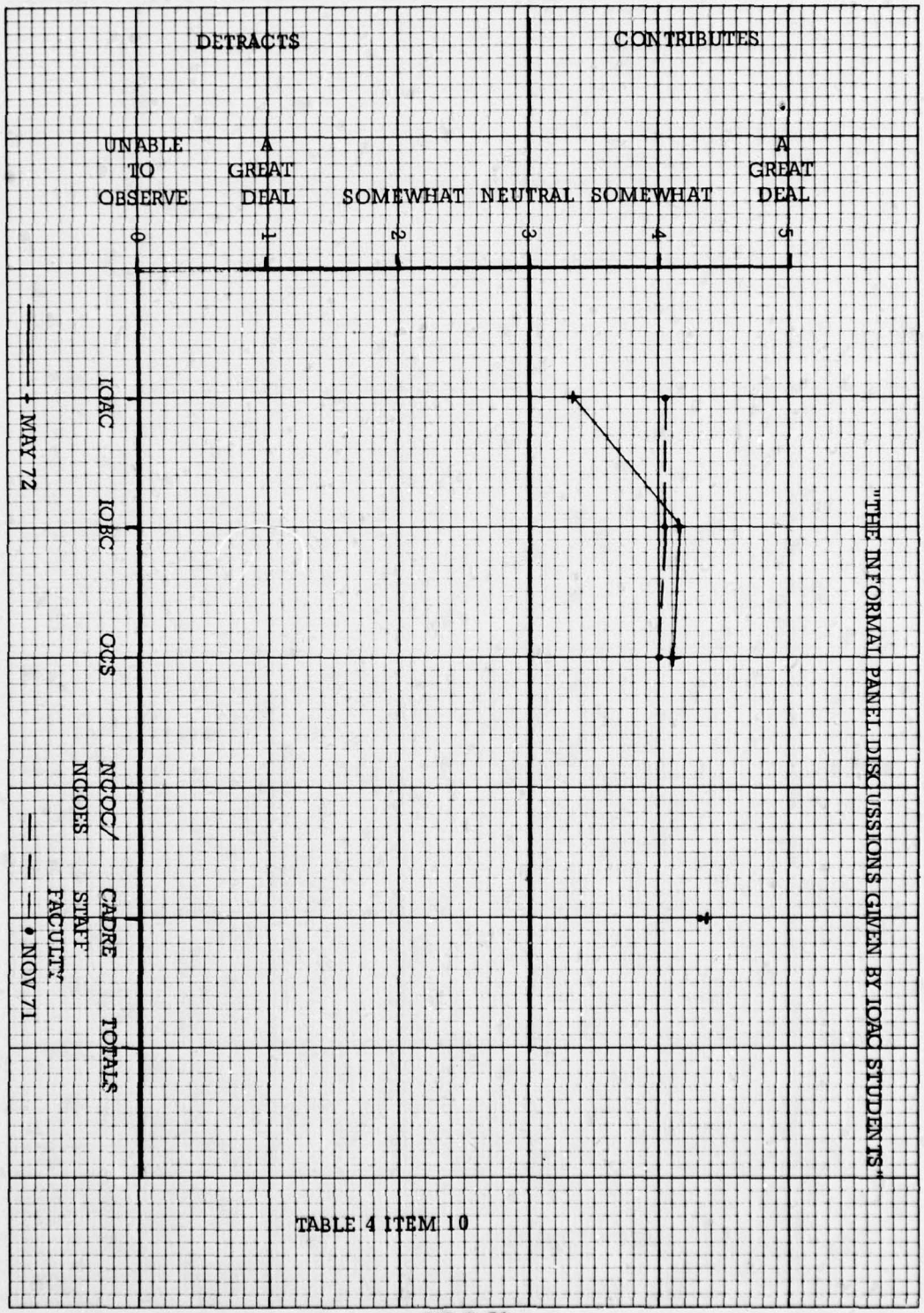


TABLE 4 ITEM 10

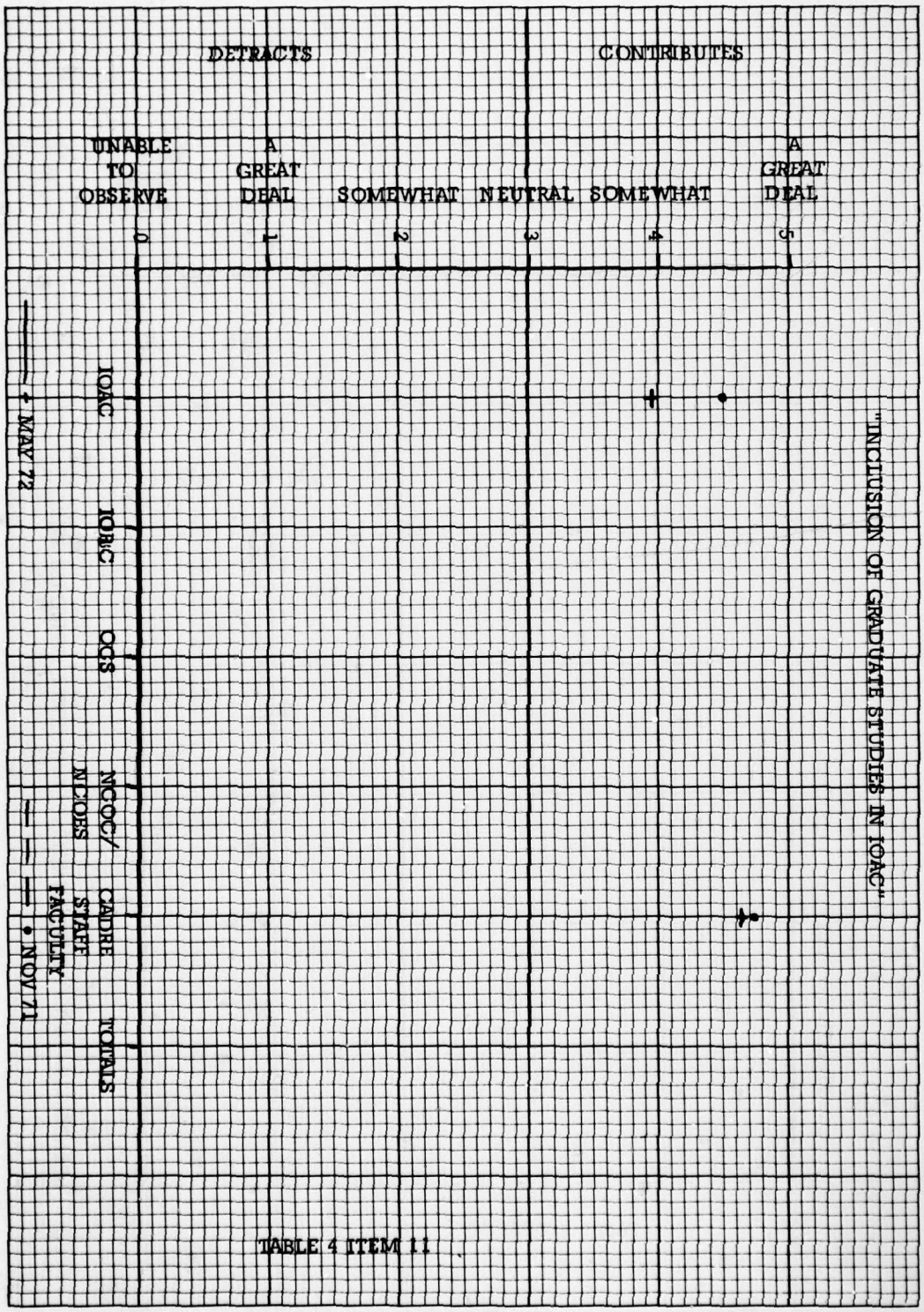


TABLE 4 ITEM 11

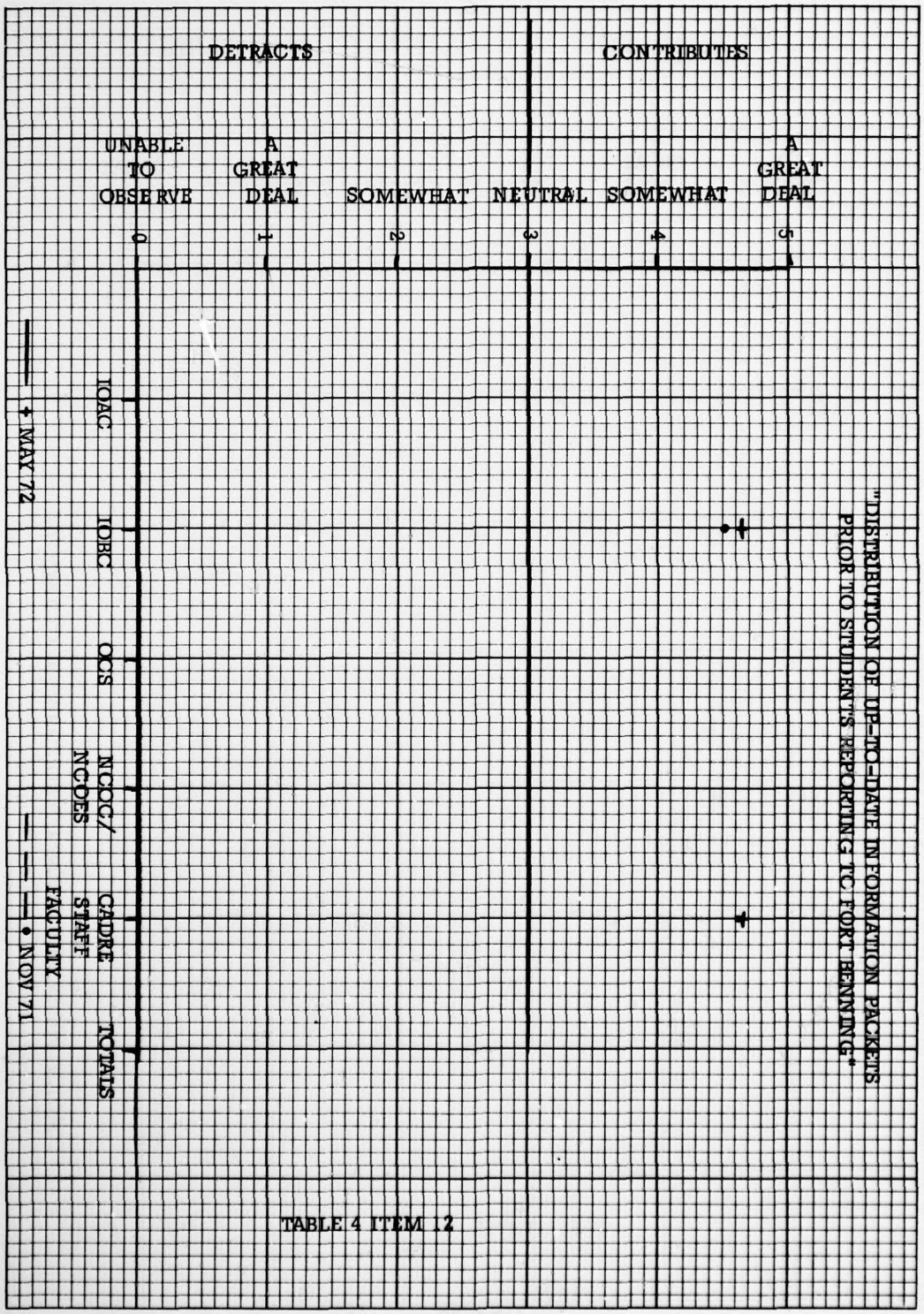


TABLE 4 ITEM 12

TABLE 4 ITEM 13

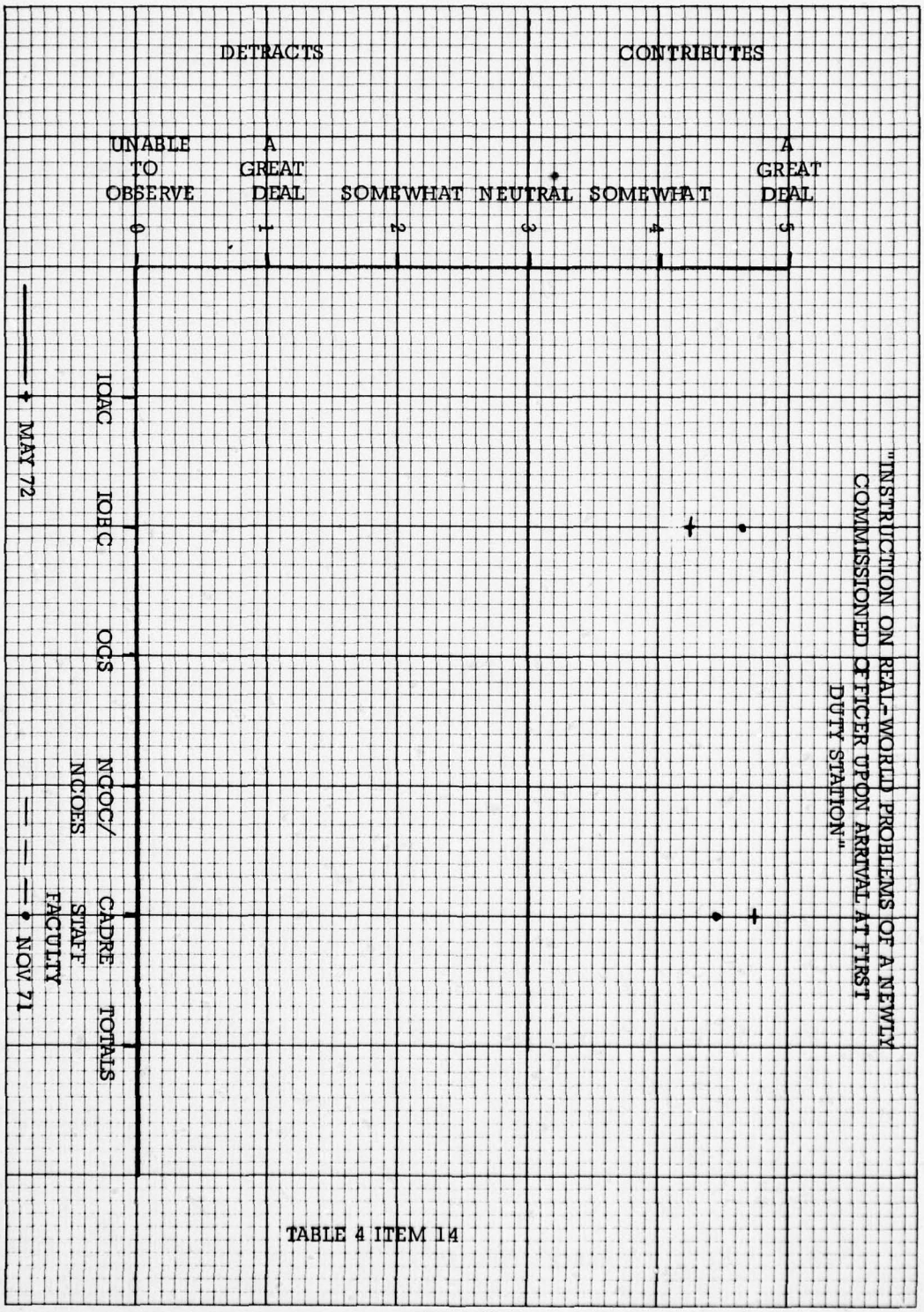


TABLE 4 ITEM 14

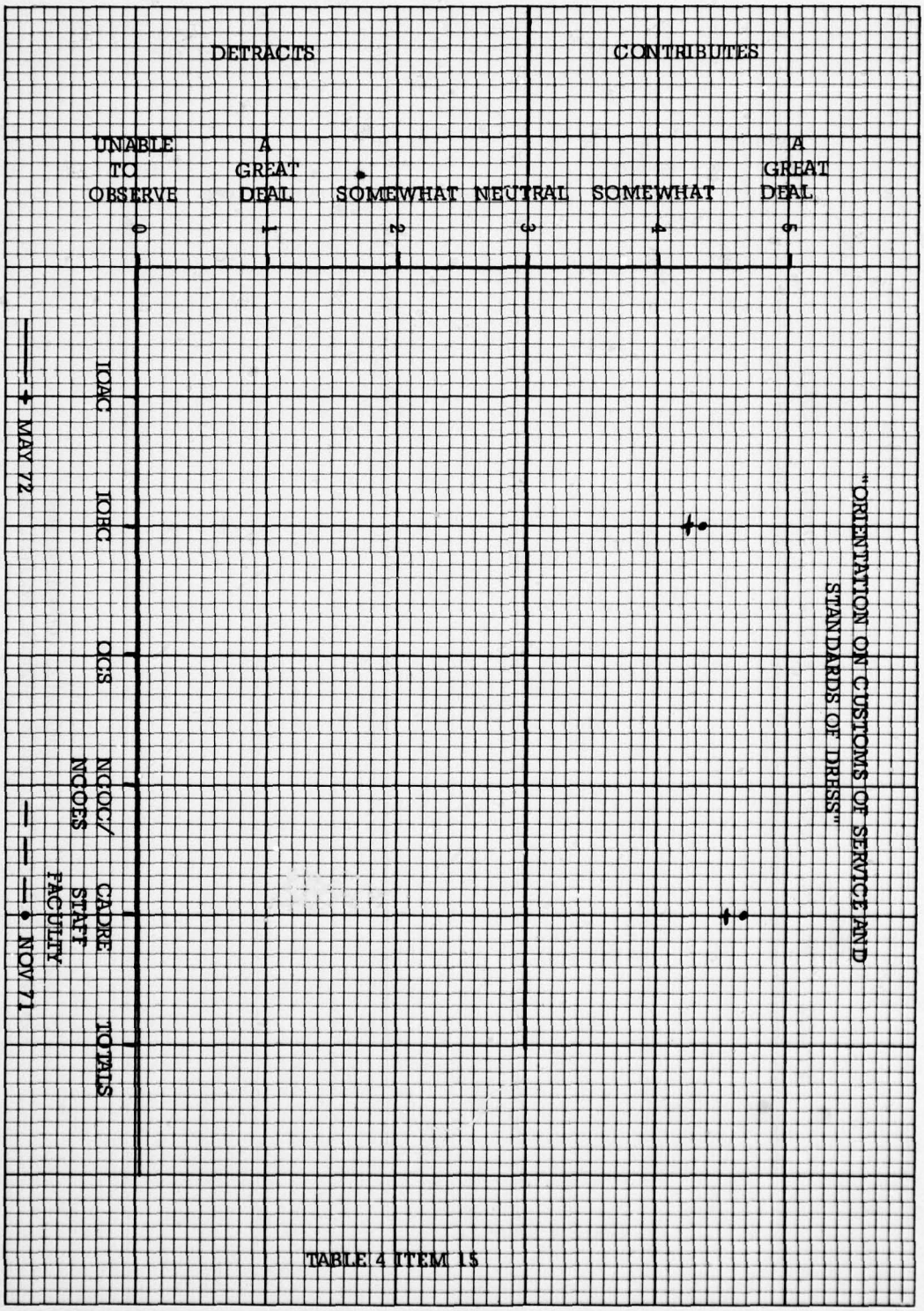


TABLE 4 ITEM 15

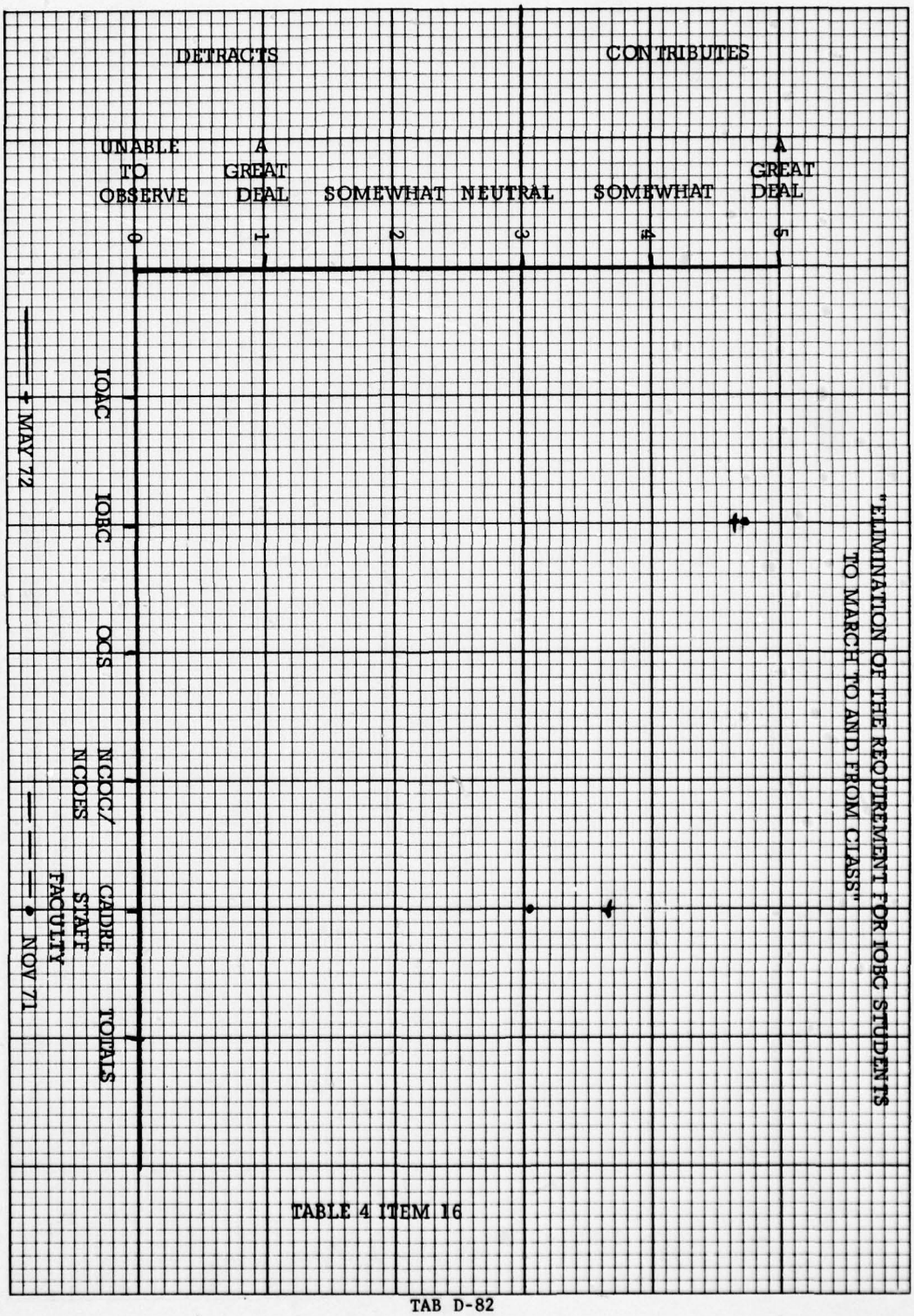


TABLE 4 ITEM 16

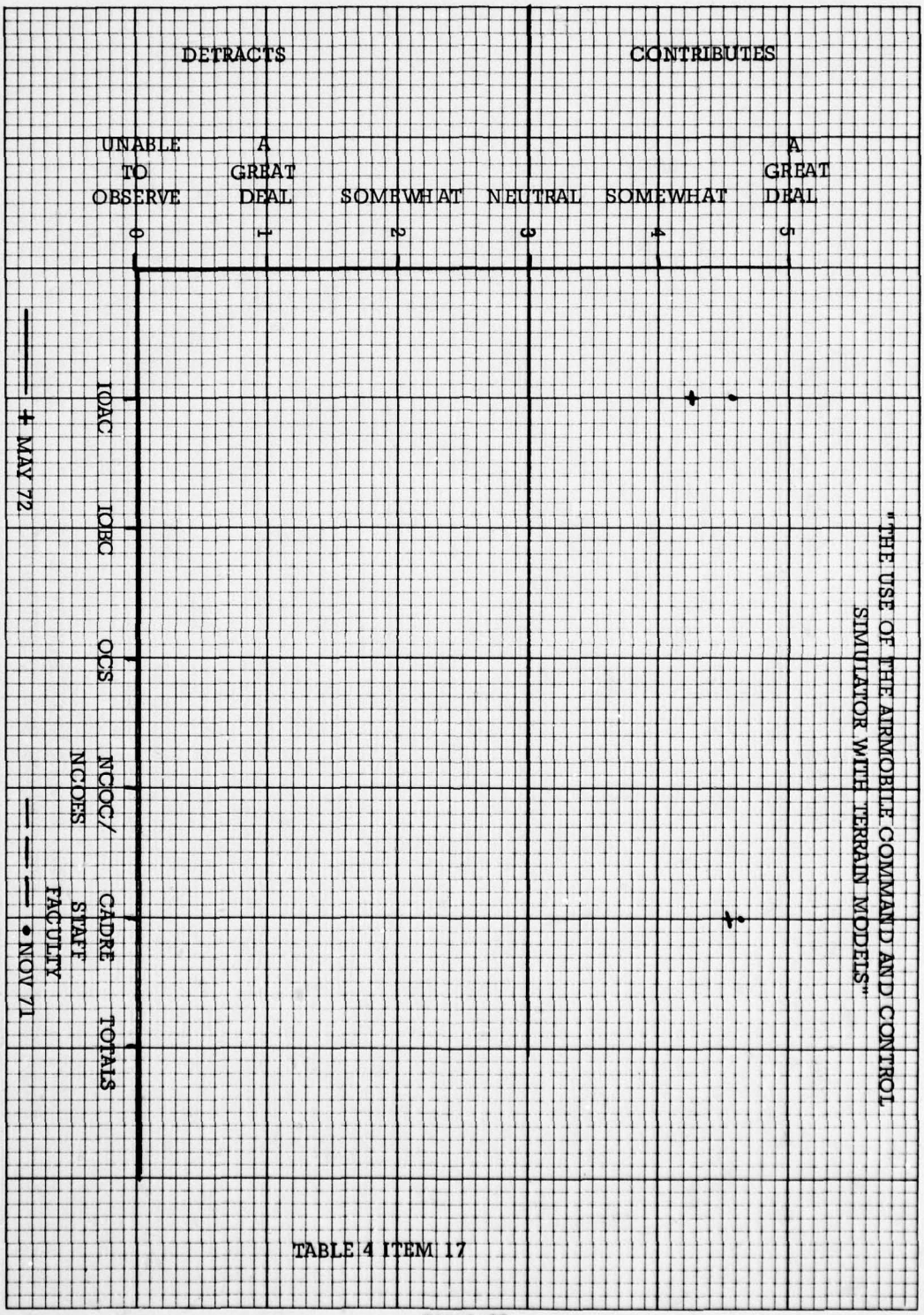


TABLE 4 ITEM 17

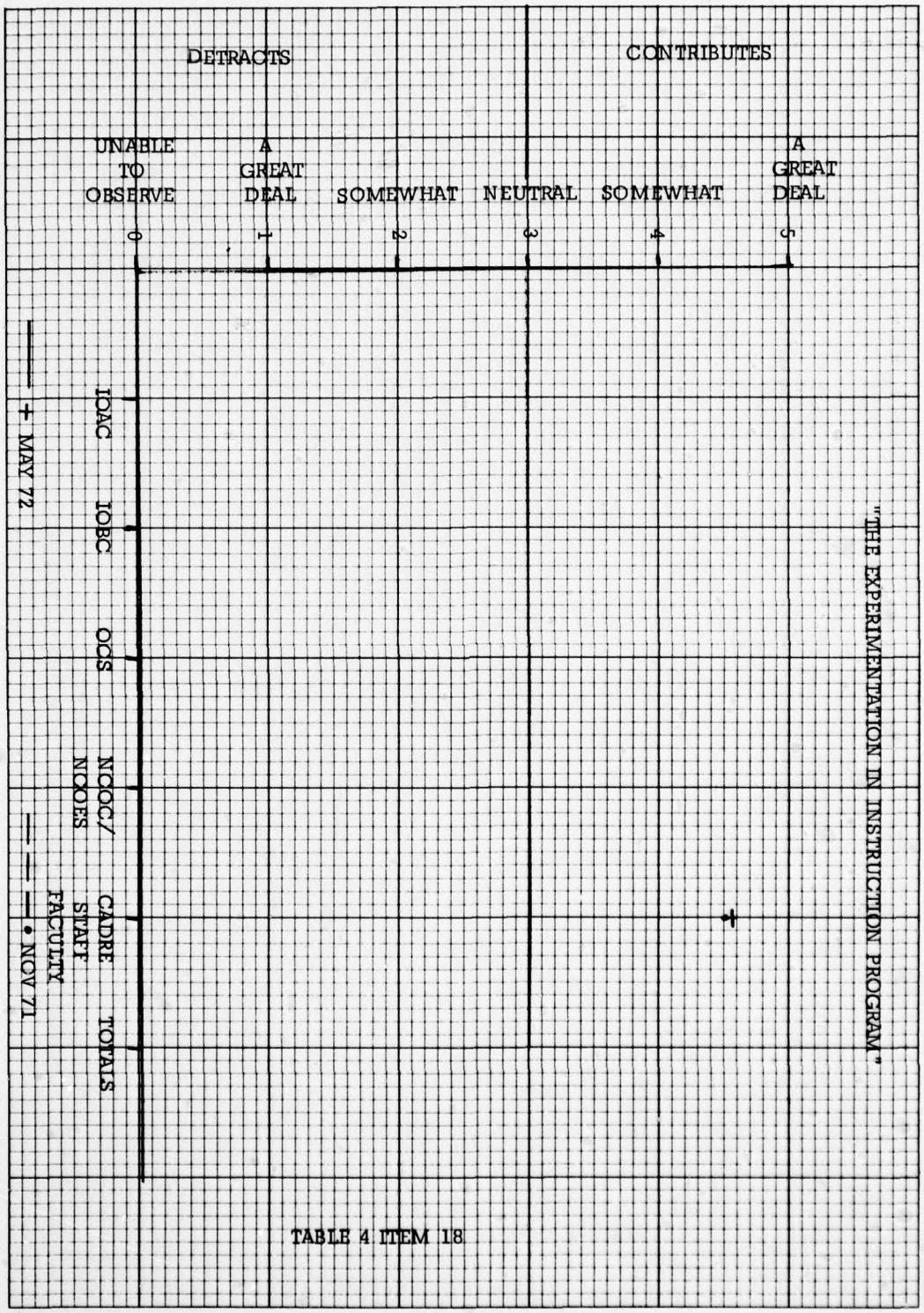


TABLE 4 ITEM 18

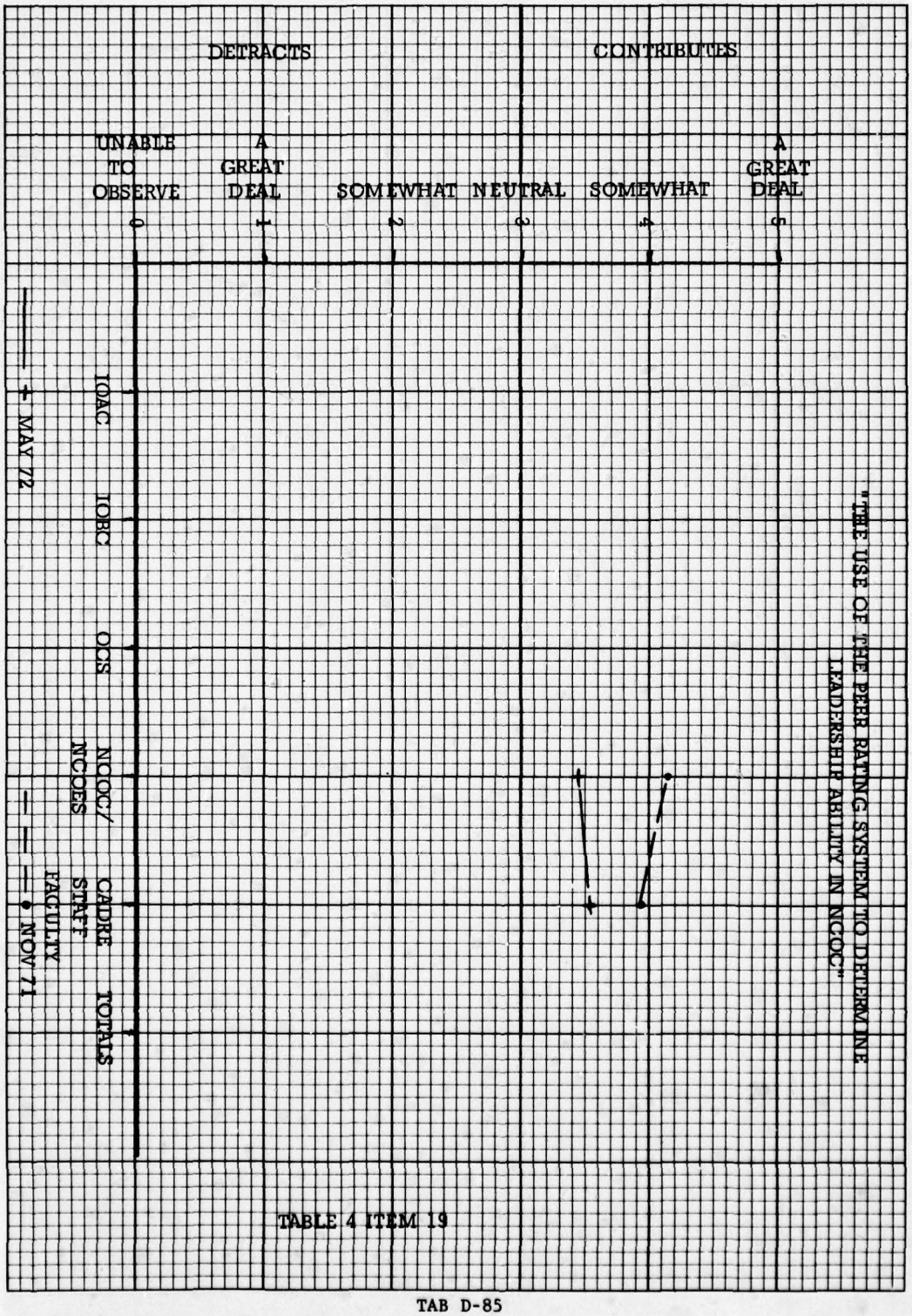


TABLE 4 ITEM 19

SECTION 2

SUMMARY AND ANALYSIS

of

USAIS EDUCATION AND TRAINING ITEMS

(PART A, SECTION V, FY72, BENNING PLAN, MVA)

1. ACTION: Item 1, Part A. Conduct of an Advanced Instructional Electives program in the Infantry Officer Basic Course.

2. IMPLEMENTATION: (This action did not require VOLAR funds)

a. Action Agency - DOI (CD), USAIS

b. This action was initiated in Sep 70. Although the action was implemented prior to the initial VOLAR test, it supported the VOLAR concept. This program is administered in conjunction with the Diagnostic Testing Program for IOBC and provides a means to eliminate undesirable repetition and offer a challenging electives program for qualified students.

c. This program has been continually upgraded throughout the VOLAR test. The elective program currently includes Nonresident Instruction Courses, Language Laboratories, Library Research, Individual Learning Center Programs and Resident Electives which encompass 140 different courses totaling over 700 hours of self-study instruction.

3. REMARKS: The IOBC Elective Program provides a stimulating challenge to outstanding students and supports the trend toward individualization of instruction in USAIS courses. Current student participation in the program is 28% of total class enrollment. The results of opinion surveys administered during FY72 indicate that IOBC students favorably rate this item as contributing to the VOLAR concept of increasing professionalism and creating a more favorable attitude toward the Army. USAIS will continue to offer the electives program to IOBC students and evaluate new courses for expanding the subjects offered.

4. RECOMMENDATIONS:

a. This action should be continued at Fort Benning.

b. This action should not be implemented at other Army Service Schools. While the concept of elimination of undesirable repetition in instruction is good, administration of an elective program in courses of short duration is difficult. This is particularly true of short duration courses containing substantial field work, such as IOBC. USAIS has continued to upgrade and retain this program anticipating that the 9-week IOBC will be increased to 12-weeks.

1. ACTION: Item 2, Part A. Conduct of an Electives Program in the Infantry Officer Advanced Course.

2. IMPLEMENTATION: (This action did not require VOLAR funds)

a. Action Agency - DOI (CD), USAIS

b. Although this action was implemented prior to the initial VOLAR test, it supported the VOLAR concept. The Electives Program allows IOAC students an opportunity to enhance their individual civilian and military education during duty hours.

3. REMARKS: The Electives Program provides an invaluable service and stimulating challenge to IOAC students by assisting them in furthering their general educational development. The program enables USAIS to supplement branch and career goals of the students by offering seven undergraduate and three graduate level college credit courses, an average of nine non-college credit courses, and five independent study programs each term. In FY72 student participation in the program was as follows:

	STUDENT LOAD
Undergraduate Credit Course	1141
Graduate Credit Course	230
Non College Credit Courses	410
Independent Study Programs	260

The results of opinion surveys validated that this program was favorably received by both IOAC students and the USAIS Staff and Faculty and was viewed as contributing to the VOLAR objectives of increasing professionalism and creating a more favorable attitude toward the Army.

4. RECOMMENDATIONS:

a. This action should be continued at USAIS.

b. This action should be implemented at other Army Service Schools.

1. ACTION: Item 3, Part A. Implementation of an Advanced and Independent Studies Program to enable academically superior OCS students to participate in studies beyond the scope of the core curriculum.

2. IMPLEMENTATION: (This action did not require VOLAR funds)

a. Action Agency - DOI (CD)/TSB, USAIS

b. This program offers students who demonstrate a high degree of academic and leadership proficiency by the end of the 12th week of the course an opportunity to voluntarily participate in studies beyond the scope of the core curriculum. Data on student participation in the program for FY's 70, 71, and 72 to date are as follows:

	STUDENTS ELIGIBLE		STUDENTS PARTICIPATED		STUDENTS COMPL. PROGR.	
	ADV	IND	ADV	IND	ADV	IND
FY 70	687	940	547 (79.8%)	871 (93.8%)	380 (55.5%)	30 (3.2%)
FY 71	180	242	166 (92%)	186 (77%)	27 (17%)	18 (10%)
FY 72	58	91	41 (71%)	18 (20%)	21 (46%)	16 (88%)

3. REMARKS: The downward trend in student completion of the Advanced Study Program and enrollment in the Independent Study Program can be attributed to modifications in the OCS POI which decreased the number of days spent by the candidate in garrison and increased the number of days spent in the field. These changes caused the students to have less after duty time to work on the extra curricular academic programs. However, overall student participation in both programs warrants the continuation of some type of additional study program. Based on reduced student participation in the current program, a revision of the entire concept will be initiated when the POI is redesigned using the systems engineering approach to course design.

4. RECOMMENDATIONS:

a. This action should be continued at USAIS.

b. This action should not be implemented at other Army Service Schools. Although these programs have considerable merit, student participation and performance have been erratic as can be seen from the statistics at paragraph 2b, above, and a revision of the entire concept is planned.

1. ACTION: Item 4, Part A. Conduct of an "Experimentation in Instruction" Program.

2. IMPLEMENTATION: (This action did not require VOLAR funds)

a. Action Agency - DOI (CD), USAIS

b. This action was initiated by USAIS Memorandum 350-3, dated 9 Dec 69. Although the program was initiated prior to the initial VOLAR test, it supports the VOLAR concept. This program promotes experimentation to find new ways to improve learning. It reduces administrative obstacles to experimentation and encourages departmental personnel to evaluate innovations that may enhance learning and conserve instructional time.

c. The program has been favorably received by the USAIS Staff and Faculty as evidenced by the following summary of experiments conducted:

EXPERIMENTATION IN INSTRUCTION

ACTIONS	NUMBER OF PROBLEMS CY 1970	CY 1971
Experiments approved and implemented	109	112
Resulting Changes to POI	87	51
Discontinued or not effective	22	15
Experiments continuing		46

d. To date 47 new experiments have been initiated in CY 1972 and are still under evaluation.

3. REMARKS: This program provides an efficient and effective means of promoting experimentation to improve instruction which is in consonance with the VOLAR concept. The results of opinion surveys conducted in FY72 reveal that the USAIS Staff and Faculty rate this action as contributing favorably to the VOLAR concept of increasing professionalism and creating a more favorable attitude toward the Army.

4. RECOMMENDATIONS:

a. This action should be continued at USAIS.

b. This action should be implemented at other Army Service Schools.

1. ACTION: Item 5, Part A. Determination of the leadership ability of NCOC/NCOES students (MOS 11B40, 11C40, and 11F40) by means of a Peer Rating System similar to OCS.

2. IMPLEMENTATION: (This action did not require VOLAR funds)

a. Action Agency - TSB, USAIS

b. This action was in support of the VOLAR concept but implemented prior to the VOLAR test period at USAIS. The implementation of the Peer/Tac rating system in the NCOC/NCOES program has been one of the tools used to effectively evaluate leadership of the students during the course. Since the tactical NCO provides a professional leadership input and the peer provides a ground level, "work with" view, the two inputs can be correlated to evaluate potential leadership and student performance.

3. REMARKS: The system has proven to be a useful program in providing a valid instrument for evaluating student performance and potential leadership. The results of opinion surveys adminstered during FY72 indicate that NCOES students and USAIS Staff and Faculty favorably rated this item as contributing to the VOLAR objectives.

4. RECOMMENDATIONS:

a. This action should be continued at USAIS.

b. This action should be implemented at other Army Service Schools.

1. ACTION: Item 6, Part A. Implementation of a peer evaluation program in the Experimental Infantry Officer Basic Course (EIOBC) to provide each student a leadership profile and to enable him to capitalize on strengths and correct weaknesses.

2. IMPLEMENTATION: (This action did not require VOLAR funds)

a. Action Agency - TSB/Ldrshp Dept, USAIS.

b. The peer evaluation program was incorporated in the 12 week Experimental Infantry Officer Basic Course phased POI prior to the VOLAR test period. The two test EIOBC classes conducted during Sep-Dec 70, proved the peer evaluation was successful in providing leadership profiles and enabling students to correct their weaknesses. In May 71, the request for the continuance of the 12 week Basic Course was disapproved. Subsequently, a new 9 week Basic Course utilizing a phased POI was developed incorporating the peer evaluation program. Peer evaluation was utilized for Basic Courses 4-72 through 15-72 at which time it was terminated.

3. REMARKS: In the experimental course, the peer evaluation program consisted of a 1-hour orientation class and 3 1-hour evaluation periods during the 12 weeks. However, when it was incorporated into the new 9-week course, scheduling constraints allowed for only a 1-hour orientation and one 1-hour evaluation period at the end of the course. This reduction in the number of evaluation periods coupled with the reduced time for both student's observation and cadre counselling resulted in poor evaluations. The program was therefore terminated with IOBC 15-72 on 15 Feb 72.

4. RECOMMENDATIONS:

a. This action should be continued at USAIS upon approval of the 12-week course.

b. This action should be implemented at other Army Service Schools.

1. ACTION: Item 7, Part A. Use of peer instruction in USAIS Resident Courses.

Item 34, Part A. Establishment of small discussion group classes (seminars) and increased use of peer instruction techniques on a subject case-by-case basis.

2. IMPLEMENTATION: (These actions did not require VOLAR funds)

a. Action Agency - DOI (CD)/Ldrshp Dept/BBOD, USAIS.

b. Because of their nature, these items are consolidated for reporting purposes. Peer instruction and small discussion groups provide increased opportunities for student participation and increased interest in subject matter. Over 100 USAIS problems have been modified to incorporate some aspect of peer instruction and seminars. For example, in physical training, students teach the fundamentals of various drills and exercises to their fellow students and in turn lead them through the exercises. This method is also used in teaching and practicing drill and ceremonies. The approach which involves student research and the presenting and discussion of student ideas is now incorporated into a number of Advanced Course problems.

3. REMARKS: Peer instruction and seminars offers considerable potential for increasing student involvement in instruction which fosters improved learning. This approach generates additional interest in the material to be presented and has gotten the student actively involved in the teaching-learning process. Peer instruction and small discussion groups have proven successful and will be further expanded in FY73 with experimental classes being initiated in the Basic and Advanced NCOES program.

4. RECOMMENDATIONS:

a. This action should be continued at USAIS.

b. This action should be implemented at other Army Service Schools.

1. ACTION: Item 8, Part A. Presentation of race relations instruction to the students of IOAC, IOBC, OCS, and NCOC/NCOES Courses.

2. IMPLEMENTATION: (This action did not require VOLAR funds)

a. Action Agency - Ldrshp Dept, USAIS.

b. Race relations instruction has been presented to leadership courses at the Infantry School on a regular basis since June 1970. Although this action was implemented prior to the initial VOLAR test, it supported the VOLAR concept. The original program was initially keyed to black/white relationships and problems. During the VOLAR test period, the program has been continually upgraded and expanded to include the views of minority groups other than blacks, e.g., Mexican-Americans, American-Indians, etc.

3. REMARKS: The program of race relations instruction has provided an excellent means of familiarizing the professional leader with the Army's position on racial equality. Materials are constantly being revised to incorporate new thinking into the subject matter. Results of the opinion surveys administered during FY72 indicate that the USAIS Staff and Faculty and students favorably rated this item as contributing to the objectives of the VOLAR concept.

4. RECOMMENDATIONS:

a. This action should be continued at USAIS.

b. This action should be implemented at other Army Service Schools.

1. ACTION: Item 9, Part A. Presentation of a 42-hour block of Management Instruction to Advanced Course Students.

2. IMPLEMENTATION: (This action did not require VOLAR funds)

a. Action Agency - Ldrshp Dept, USAIS

b. The management instruction for Advanced Course officer students was expanded from 20 to 42 hours effective with Advanced Course 4-71 in February 1971. The expanded program emphasizes general management procedures and employs the case study method to stress the functions of management and the techniques of solving management problems. Management Practices in TOE Units (MAPTOE) was also added to this block during the FY72 test period. MAPTOE teaches the student to relate industrial management techniques, work flow, distribution, etc., in Army TOE units.

3. REMARKS: The increased management instruction provides the Advanced Course student a thorough awareness of the functions of management and presents many techniques that will be useful in accomplishing future managerial tasks. The results of opinion surveys administered during FY 72 indicate that the USAIS Staff and Faculty and Advanced Course students favorably rated this item as contributing to the VOLAR objectives.

4. RECOMMENDATIONS:

a. This action should be continued at USAIS.

b. This action should be implemented at other Army Service Schools.

1. ACTION: Item 10, Part A. Presentation of drug abuse instruction to students of IOAC, IOBC, OCS, and NCOC/NCOES Courses.

Item 11, Part A. Presentation of prevention of AWOL instruction to students of IOAC, IOBC, OCS, and NCOC/NCOES Courses.

2. IMPLEMENTATION: (These actions did not require VOLAR funds)

a. Action Agency - Ldrshp Dept, USAIS

b. Because of their nature, these items are consolidated for reporting purposes. Initially, IOBC students received two hours and IOAC, OCS, and NCOC/NCOES students received one hour of drug abuse instruction as part of their respective POI's. As a result of POI changes in January 1972, all leader courses receive four hours of drug abuse instruction. Additionally, one hour of drug abuse instruction is included in the "Leadership for Professionals" class conducted monthly for all Fort Benning personnel grades E-5 through O-6. All leader courses initially received two hours of instruction on prevention of AWOL. This remains the same except for IOAC which currently receives only one hour of instruction.

3. REMARKS: As both drug abuse and AWOL are significant contemporary leadership problems, a continual effort is made to present the most up to date information possible in the respective classes. The results of opinion surveys administered during FY 72 indicates that students and the USAIS Staff and Faculty favorably rated these actions as contributing to the VOLAR objectives of increasing professionalism and creating a more favorable attitude toward the Army.

4. RECOMMENDATIONS:

a. This action should be continued at USAIS.

b. This action should be implemented at other Army Service Schools.

1. ACTION: Item 12, Part A. Development and presentation of a four hour instructional problem on the subject of real world problems encountered by the newly commissioned officer at his first duty station in CONUS.

2. IMPLEMENTATION: (This action did not require VOLAR funds)

a. Action Agency - BBOD, USAIS

b. This problem was developed for inclusion in the IOBC program of instruction (POI). It consisted of a two-hour TV film reviewing pertinent points of leadership, military justice, unit administration, training management, and logistics. The remaining two hours consisted of a panel discussion with newly commissioned officers and seasoned noncommissioned officers participating. Due to POI constraints, the problem was reduced to two hours in Jul 71, and was offered on an optional basis during non-POI hours. In Jan 72 the problem was no longer offered to IOBC students due to lack of student interest.

3. REMARKS: This presentation was a good vehicle to acquaint newly commissioned officers with problems they could expect to face on their first assignment. It served to review the subject areas previously taught and highlight potential pitfalls the officer may encounter. However, due to lack of student interest in attending the optional class conducted during non-duty hours, it was no longer offered to IOBC students.

4. RECOMMENDATIONS:

a. This action should not be continued at Fort Benning.

b. This action should not be implemented at other Army Service Schools.

1. ACTION: Item 13, Part A. Reduction of the minimum number of scheduled hours per week required in Army courses of instruction.

Item 36, Part A. Providing more "open time" in IOBC and OCS by the elimination of instruction not really essential.

2. IMPLEMENTATION: (These actions did not require VOLAR funds)

a. Action Agency - DOI (CD), USAIS

b. Because of their nature, these items are consolidated for reporting purposes. During FY71, curriculum reviews were conducted for all USAIS courses to eliminate Saturday instruction, to provide compensatory time on morning following night instruction, and to provide additional open time during the academic week to allow students to accomplish essential personal affairs. This action was fully implemented in all POI's by the end of Jan 71.

3. REMARKS: Evaluation studies for seven leader courses revealed that there was no significant decrease in academic performance and student confidence after the VOLARized POI's went into effect. Subsequent command monitoring has revealed no change in the results of these evaluations. Results of opinion surveys administered during FY72 indicate that students and the USAIS Staff and Faculty favorably rated these actions as contributing to the VOLAR concept of increasing professionalism and creating a more favorable atttitude toward the Army. Both items have been addressed Army-wide by AR 351-1, dated 19 Aug 71, which sets the maximum scheduled hours of training per week during peacetime at 40 hours.

4. RECOMMENDATIONS:

a. This action should be continued at USAIS.

b. This action should be implemented at other Army Service Schools.

1. ACTION: Item 14, Part A. Implementation of Graduate Studies in the Electives Program of the Infantry Officer Advanced Course.

2. IMPLEMENTATION: (This action did not require VOLAR funds for FY72)

a. Action Agency - DOI (CD), USAIS

b. This program provides the college graduate (possessing a baccalaureate degree) attending IOAC with an opportunity to pursue graduate work. It has been an on-going project since 5 January 1971 when a contract for graduate level studies was awarded to Georgia State University. Through the utilization of three classrooms in Infantry Hall, students attend classes from 1515-1730 hours on Tuesdays and Thursdays. Effective with FY73, evening classes will be substituted for afternoon classes. This will allow a wider selection of courses to be offered, reduce costs, and upgrade the caliber of students involved. The library receives extensive use from these students, who receive this instruction without personal expense. In the Winter and Spring semesters of FY71 some 165 students enrolled in this program and in FY72 some 277 students have taken advantage of this opportunity.

3. REMARKS: This program has been very effective in helping students to determine whether or not they are qualified for or sufficiently motivated to pursue graduate work. While attending the IOAC, each qualified student has the opportunity to earn ten quarter-hours of graduate credit through this program. Effective in FY73, qualified students will be allowed to take graduate courses during their first and second term. However, during these two terms the students must submit all paper work, to include GRE or ATGSB test results, school transcripts, etc., to be accepted as a graduate student of Georgia State University. If, at this time, he is accepted, he will be allowed to continue his graduate work. Considerable emphasis has been placed on informing the students how they may progress toward attainment of an advanced degree through a combination of the programs available, e.g., elective courses offered, tuition assistance for off-duty courses, VA educational benefits, and participation in one of the Degree Completion programs offered by DA. The results of opinion surveys administered during FY72 indicate that both IOAC students and members of the USAIS Staff and Faculty favorably rate this item as contributing to the VOLAR concept of increasing professionalism and creating a more favorable attitude toward the Army. USAIS will continue to offer the Graduate Electives Program to IOAC students and evaluate new courses for possible inclusion in this program.

4. RECOMMENDATIONS:

a. This action should be continued at USAIS.

b. This action should be implemented at other Army Service Schools.

1. ACTION: Item 15, Part A. Elimination of the duplication of subjects taught in courses of instruction at USAIS that students will undergo as they progress through a normal officer and NCO military educational program of schooling.

2. IMPLEMENTATION: (This action did not require VOLAR funds)

a. Action Agency - DOI (CD), USAIS

b. During the systems engineering process, USAIS reviews all aspects of previous training and unnecessary duplication is eliminated. To date, the following courses have been systems engineered: IMPC, IOBC, BIOCC, NCOES (11B40, 11C40, 11H40, 11F50 and 11G50), ROTC-IIC, and Airborne. As the remainder of the courses are systems engineered, undesirable duplication of instruction will be eliminated. Additionally, USAIS conducts periodic coordination with other service schools to compare POI's and eliminate unnecessary duplication. On an individual basis, the Diagnostic Testing/ Electives Program for IOAC and IOBC enables qualified students to avoid needless repetitious instruction.

3. REMARKS: Elimination of duplication of instruction creates a more effective training environment and facilitates student learning and morale. Results of opinion surveys administered during FY72 revealed that students and the USAIS Staff and Faculty favorably rated this action as contributing to the VOLAR concept of increasing professionalism and creating a more favorable attitude toward the Army.

4. RECOMMENDATIONS:

a. This action should be continued at USAIS.

b. This action should be implemented at other Army Service Schools.

1. ACTION: Item 16, Part A. Development of an Infantry Mortar Platoon Course (IMPC) at USAIS containing the maximum number of new Instructional Innovations.

2. IMPLEMENTATION: (This action did not require VOLAR funds)

a. Action Agency - DOI (CD)/Wpns Dept, USAIS

b. The Systems Engineered Program of Instruction (POI) for the IMPC was approved by CONARC on 28 October 1970. Instruction based on this new POI commenced on 4 January 1971 with IMPC Class 4-71. The following instructional innovations were implemented in this course: The County Fair Concept, the Shade Tree Concept, and the Play School Concept. The new course allowed hands-on training to the smallest possible groups of students, thus enabling experimentation with all three of the above mentioned instructional innovations.

3. REMARKS: All three instructional techniques (play-school, county fair, and shade tree) employ the educational principle of "guided discovery." When new, detailed instruction was presented using these innovations, increased instructional time was required. The new methods required instructors to have a greater in-depth knowledge of the subject than in conventional classes. Different subjects lend themselves to the various instructional methods to varying degrees, and future application must be decided on an item by item basis. As a result of this program, many of these processes were added to the POI's for the preponderance of USAIS courses.

4. RECOMMENDATIONS:

a. This action should be continued at USAIS.

b. The educational innovations inherent in this action should be implemented at other Army Service Schools, where appropriate.

1. ACTION: Item 17, Part A. Implementation and evaluation of a program to Standardize Physical Fitness Testing within the US Army.

2. IMPLEMENTATION: (This action did not require VOLAR funds)

a. Action Agency - Ldrshp Dept, USAIS

b. The Army Physical Fitness Examination (APFE) was designed to replace the Physical Combat Proficiency Test (PCPT). This test was developed and tested during FY's 70 and 71. In FY71, it was approved by CONARC and integrated into USAIS courses of instruction. As proponent for FM21-20, Physical Readiness Testing, USAIS has incorporated the APFE into the revision of this FM which is currently being printed. Upon publication and distribution of this FM, it is anticipated that the APFE will be adopted Army-wide.

3. REMARKS: The APFE requires different standards for various age groups and military occupations which makes it more equitable than the PCPT. This action has been well received at USAIS, as evidenced by the favorable rating that it received from students and the USAIS Staff and Faculty on opinion questionnaires administered during FY72.

4. RECOMMENDATIONS:

a. This action should be continued at USAIS.

b. This action should be implemented at other Army Service Schools.

1. ACTION: Item 18, Part A. Improvement and expansion of the Diagnostic Testing Program in USAIS courses of instruction.

2. IMPLEMENTATION: (This action did not require VOLAR funds)

a. Action Agency - DOI, USAIS

b. USAIS currently employs diagnostic tests in the IOAC, IOBC, OCS, and NCOES courses. The diagnostic examinations are used to determine class entry level of military knowledge which enables the Staff and Faculty to tailor instruction to individual class needs and where appropriate to identify proficient students for exemption from selected subject areas. The diagnostic testing program for IOBC was expanded to provide more comprehensive coverage of subject matter in August 1971. Additionally, pre-course survey examinations have been constructed for the Advanced NCOES (11G50 and 11F50) and Basic NCOES (11B40, 11H40, 11C40) courses. Diagnostic tests will continue to be integrated, as appropriate, into USAIS courses as they are systems engineered.

3. REMARKS: Diagnostic testing has proven to be a useful and viable concept at USAIS. The ability of the Infantry School to tailor instruction to student needs as well as the elimination of unnecessary repetition for qualified students is in consonance with the VOLAR concept. Additionally, the results of opinion surveys administered during FY72 indicate that students and the USAIS Staff and Faculty favorably rated this action as contributing to the VOLAR concept of increasing professionalism and creating a more favorable attitude toward the Army.

4. RECOMMENDATIONS:

a. This action should be continued at USAIS.

b. This action should be implemented at other Army Service Schools.

1. ACTION: Item 19, Part A. The initiation of actions designed to give officer student class leaders more representation on post policy-making and planning groups and USAIS academic review boards.

2. IMPLEMENTATION: (This action did not require VOLAR funds)

a. Action Agency - Secy, USAIS

b. This program was initiated in January 1971. Two representatives from the Infantry Officer Advanced Course were placed on the Officer Open Mess Advisory Council and the Company Grade Officer Councils. Officer students were also afforded the opportunity to participate in USAIS academic review boards and the Commandant's Committees. This program has been expanded to include Infantry Officer Basic Course students, and it has been fully implemented as an on-going activity.

3. REMARKS: This program aids in keeping the students informed on current post projects, and provides the student body, a significantly large segment of the post population, with a means of exercising a degree of control over their living and learning environment. The results of opinion surveys administered during FY72 reveal that both students and the USAIS Staff and Faculty favorably rated this item as contributing to the VOLAR concept of increasing professionalism and creating a more favorable attitude toward the Army.

4. RECOMMENDATIONS:

a. This action should be continued at USAIS.

b. This action should be implemented at other Army Service Schools.

1. ACTION: Item 20, Part A. Provision of an area where officer students could eat lunches brought from home.

2. IMPLEMENTATION: (This action did not require VOLAR funds)

a. Action Agency - Ops/Logs, USAIS

b. Two 50-man classrooms were set aside from 1200 until 1315 hours daily for officer students to utilize as a lunchroom. This program was fully implemented and continues as an on-going activity at USAIS.

3. REMARKS: These classrooms serve not only as a lunchroom but as a lounge and rest area. Student use of these two classrooms has aided in eliminating an irritant, as the Snack Bar facilities are frequently overcrowded during the noon hour. The primary users of these classroom facilities are the students in the Advanced Course, and the results of opinion surveys administered during FY72 revealed that IOAC students favorably rate this item as contributing to the VOLAR objective of creating a more favorable attitude toward the Army.

4. RECOMMENDATIONS:

a. This action should be continued at USAIS.

b. This action should be implemented at other Army Service Schools.

1. ACTION: Item 21, Part A. Elimination of the requirement for students to stand at attention at the beginning of each class until a report was rendered and they were given the Command "Take Seats."

2. IMPLEMENTATION: (This action did not require VOLAR funds)

a. Action Agency - TSB, USAIS

b. The requirement for students to stand at attention at the beginning of classes was terminated in January 1971, at the direction of the Commandant. This action was fully implemented at USAIS, and is continuing as an on-going item.

3. REMARKS: The result of this action is a more relaxed atmosphere without sacrificing discipline and courtesy. It has eliminated an unnecessary irritant to the students as validated by the results of opinion surveys administered during FY72 which revealed that students favorably rated this item as contributing to the VOLAR objectives.

4. RECOMMENDATIONS:

a. This action should be continued at USAIS.

b. This action should be implemented at other Army Service Schools.

1. ACTION: Item 22, Part A. Attempt to schedule IOBC, Ranger and Airborne courses so as to reduce time lapses between courses.

2. IMPLEMENTATION: (This action did not require VOLAR funds)

a. Action Agency - Ops/Log, USAIS

b. USAIS schedules classes, to the extent possible, so as to reduce time lapses between courses. A continual effort is made between DA, CONARC, and USAIS to insure that student reporting dates for courses are scheduled to facilitate the minimum time lapses between courses within the confines of commissioning dates and scheduling constraints.

3. REMARKS: The reduction of time lapses between courses makes officers available for training duty with their permanent organization faster, thereby enabling the military to realize more efficient utilization of personnel. It also enhances student morale since they are not required to take leave or participate in filler training between resident courses of instruction. The USAIS Staff and Faculty and IOBC students rated this item as favorably contributing to the VOLAR objectives on opinion surveys administered during FY72. Continuing efforts with CONARC and DA will be conducted to reduce these undesirable time lapses for resident students.

4. RECOMMENDATIONS:

a. This item should be continued at USAIS.

b. This item is not applicable for other Army Service Schools.

1. ACTION: Item 23, Part A. Elimination of scheduling of classes before 0900 hours on days following night training which terminated after 2200 hours.

2. IMPLEMENTATION: (This action did not require VOLAR funds)

a. Action Agency - Ops/Log, USAIS

b. Historically, students were not receptive to instruction in early morning classes following late night instruction. Consequently, in January 1971, USAIS revised the master scheduling boards for all resident courses and re-sequenced training to insure that the first academic hour on days following late night instruction remained open.

3. REMARKS: This action has removed an unnecessary student irritant and insured that students are afforded an opportunity to be adequately prepared and alert for morning classes. This action has been particularly well received by students as evidenced by the results of opinion surveys administered during FY 72 which revealed that both the USAIS Staff and Faculty and students rated this item as contributing to the VOLAR concept of increasing professionalism and creating a more favorable attitude toward the Army.

4. RECOMMENDATIONS:

a. This action should be continued at USAIS.

b. This action should be implemented at other Army Service Schools.

1. ACTION: Item 24, Part A. Revision of USAIS weapons instruction (Practical Work) to insure that work groups were small enough to allow ample hands-on training by all students.

2. IMPLEMENTATION: (This action did not require VOLAR funds)

a. Action Agency - Wpns Dept, USAIS.

b. In January 1971, practical work presented by the USAIS Weapons Department was reorganized to obtain the most feasible student/instructor ratios. The problems were designed to permit maximum hands-on training within the constraints of time and available resources. This program was well received during the initial VOLAR test and was retained and upgraded during the FY72 VOLAR test.

3. REMARKS: Small group instruction affords a greater opportunity for supervised hands-on training and facilitates student learning. This action received a favorable rating on the opinion surveys administered to the USAIS Staff and Faculty and students during FY72, as contributing to the VOLAR objectives of increasing professionalism and creating a more favorable attitude toward the Army.

4. RECOMMENDATIONS:

a. This action should be continued at USAIS.

b. This action should be implemented at other Army Service Schools.

1. ACTION: Item 25, Part A. Insuring that instructors did not make derogatory remarks about classes or compare one class with another. Instructors who violate prescribed standards were to be immediately reassigned.

2. IMPLEMENTATION: (This action did not require VOLAR funds)

a. Action Agency - IMD, USAIS

b. In January 1971, the Director of Instruction sent a memorandum to all Academic Departments providing guidance concerning instructor performance. The Instructor Training Course orientation conducted by the DOI, was modified to include reference to the memorandum. Command influence has continued to be used to insure enforcement of this policy.

3. REMARKS: Since implementation of this action, no reports of this undesirable practice have been recorded. Students desire to be treated in a professional manner, therefore, the elimination of this practice has contributed to student morale. The results of opinion surveys administered during FY72 indicate that students favorably rated this item as contributing to the VOLAR concept of increasing professionalism and creating a more favorable attitude toward the Army.

4. RECOMMENDATIONS:

a. This action should be continued at USAIS.

b. This action should be implemented at other Army Service Schools.

1. ACTION: Item 26, Part A. Insured that all personnel at USAIS referred to officers attending USAIS courses as "officer students" instead of "student officers."

2. IMPLEMENTATION: (This action did not require VOLAR funds)

a. Action Agency - Secy, USAIS.

b. A directive published by the Secretary, USAIS, on 2 December 1970, required all references to "student officers" be changed to read "officer students." This change in terminology has been incorporated into the revision of the USAIS SOP.

3. REMARKS: IOBC students felt the term "student officers" was derogatory in that it implied that they were not yet commissioned. The revision of this terminology has eliminated this irritant, and has helped to improve the self-image of the junior officer attending USAIS courses.

4. RECOMMENDATIONS:

a. This action should be continued at USAIS.

b. This action should be implemented at other Army Service Schools.

1. ACTION: Item 27, Part A. Implementation of joint classes including IOAC, IOBC, OCS, and NCOC students. Also, IOAC students conducted informal panel sessions for IOBC and OCS students.

2. IMPLEMENTATION: (This action did not require VOLAR funds)

a. Action Agency - DOI (CD)/Ldrshp Dept/BBOD, USAIS.

b. During the initial test period, experimental classes were conducted which combined Advanced Course students with Basic Course students. Additionally, joint seminars utilizing IOAC, IOBC, and OCS students were held and IOAC students were used as panel members to augment faculty presentations. These panels were continued in FY72, but have been staffed with "snowbirds" and "blackbirds" instead of IOAC students.

3. REMARKS:

a. Experience sharing is the most significant advantage of the combined class concept; however, scheduling constraints preclude the use of this type instruction on a sustained basis. Additionally, experience has shown that some classes, such as "Law of Land Warfare", are not adaptable to this approach. In several cases IOAC students presented improper techniques and poor examples to the junior leaders. Where scheduling permits, combining classes, such as "Leadership Aspects of Race Relations," has proved valuable.

b. Composition of the panels previously consisted of IOAC students; however, by using "blackbirds" and "snowbirds" as panel members, the loss of instruction time by IOAC students has been reduced. The panels have proved to be very successful in that they reinforce faculty presentations. The results of the opinion surveys conducted during FY72 indicate that the USAIS Staff and Faculty and students favorably rated this action as contributing to the VOLAR concept of increasing professionalism and creating a more favorable attitude toward the Army.

4. RECOMMENDATIONS:

a. This action should be continued at USAIS.

b. This action should be implemented at other Army Service Schools.

1. ACTION: Item 28, Part A. Insuring that all students coming to USAIS receive up-to-date information packets before they report to Fort Benning.

2. IMPLEMENTATION: (This action did not require VOLAR funds)

a. Action Agency - TSB, USAIS

b. The initial method of providing students with advance information packets included forwarding packets to College/University PMS's for distribution to graduates, and sending packets directly to personnel when advance orders assigning them to USAIS were received. A recent revision to this procedures includes: Sending PMS's copies of the information packets along with request forms to enable students enroute to USAIS to request a personal copy; sending all graduating students commissioned Infantry a letter of congratulations with a request form attached; continued monitoring of orders from all Army AG's assigning students to the IOBC, and forwarding the packets to any student who has not already requested one; having the Department of Nonresident Instruction forward Airborne/Ranger packets to PMS's for issue to non-Infantrymen on orders to these courses, and inclusion of a section on the request form to indicate whether or not the Airborne/Ranger packets are requested. OCS and NCOES students do not receive advance information packets; however, these packets are issued to them upon arrival at Fort Benning.

3. REMARKS: The revised plan, which has been implemented, should upgrade this action and enable all ROTC officers to receive the packets prior to their arrival at Fort Benning. This action has proved to be extremely useful as evidenced by the results of opinion surveys administered during FY72. USAIS Staff and Faculty and IOBC students favorably rated this item as contributing to the VOLAR concept of increasing professionalism and creating a more favorable attitude toward the Army.

4. RECOMMENDATIONS:

a. This action should be continued at USAIS.

b. This action should be implemented at other Army Service Schools.

1. ACTION: Item 29, Part A. Incorporation of an NCO panel discussion into IOBC on NCO-Officer relations.

2. IMPLEMENTATION: (This action did not require VOLAR funds)

a. Action Agency - Ldrshp Dept, USAIS.

b. In January 1971, two test NCO panels were organized and presented to IOBC classes 10-71 and 11-71. The experiment proved successful and was incorporated into the IOBC POI.

3. REMARKS: Conducting an informal seminar of this type assists the IOBC student in learning how NCO's view newly commissioned officers. It affords both students and panel members the opportunity to exchange points of view on all aspects of the proper working relationship between an officer and NCO. The class strongly reinforces the other instruction presented by the Leadership Committee. IOBC students and USAIS Staff and Faculty favorably rated this item as contributing to the VOLAR concept of increasing professionalism and creating a more favorable attitude toward the Army.

4. RECOMMENDATIONS:

a. This action should be continued at USAIS.

b. This action should be implemented at other Army Service Schools.

1. ACTION: Item 30, Part A. (Item 22, OMA) The creation of a Student Affairs Division in the Office of the Secretary, USAIS. The mission of this division was to watch over actions and procedures affecting student motivation, assist Staff and Faculty coordination of actions involving students' recommended actions to the Assistant Commandant, and publish a weekly news bulletin.

2. IMPLEMENTATION: (Actual Cost $4,502.)

a. Action Agency - Secy, USAIS.

b. Student Affairs Division, staffed by one captain and one civilian clerk, was created in January 1971 and tasked with the responsibilities outlined above.

3. REMARKS: The Student Affairs Division has become a functional part of the Office of the Secretary, USAIS. It publishes, on a bi-weekly basis, a student news bulletin that provides information on current USAIS policies and student items of interest. The division also provides the USAIS Staff and Faculty with current information on student wants, needs, and attitudes. The results of opinion surveys administered during FY72, indicate that the USAIS Staff and Faculty and students favorably rate this item as contributing to the VOLAR concept of increasing professionalism and creating a more favorable attitude toward the Army.

4. RECOMMENDATIONS:

a. This action should be continued at USAIS.

b. This action should be implemented at other Army Service Schools.

1. ACTION: Item 31, Part A. Insure that orientations for all newly commissioned officers attending IOBC include sufficient information on customs of the service and standards of dress.

2. IMPLEMENTATION: (This action did not require VOLAR funds)

a. Action Agency - TSB, USAIS

b. IOBC students receive orientations from their respective cadre company and battalion commanders during their first week at Fort Benning. Customs of the service as well as dress standards are stressed in these orientations and are covered in detail in pamphlets and guides provided each IOBC student upon his arrival at USAIS. TSB sponsors and the student affairs officer also provide valuable assistance in these areas.

3. REMARKS: This program has been successfully implemented and provides the newly commissioned officers the basic standards for military courtesy, customs, and proper wear of uniforms. It also affords the new officers a chance to ask questions concerning these policies. The results of opinion surveys administered during FY72 indicate that the USAIS Staff and Faculty and IOBC students rate this item as favorably contributing to the VOLAR objectives of increasing professionalism and creating a more favorable attitude toward the Army.

4. RECOMMENDATIONS:

a. *This action s*hould be continued at USAIS.

b. This action should be implemented at other Army Service Schools.

1. ACTION: Item 32, Part A. Establishment of a sponsor program with IOAC students sponsoring IOBC students.

2. IMPLEMENTATION: (This action did not require VOLAR funds)

a. Action Agency - TSB, USAIS

b. In November 1971, a program to provide IOBC students with a sponsor from the Infantry Officer Advanced Course was initiated. The program provided for the voluntary procurement of IOAC students who desire to be sponsors for IOBC students. The IOBC students were allowed to pick the sponsor of their choice to the extent possible, and the sponsor and sponsoree were "married up" during the IOBC student's first week at USAIS. Due to the lack of interest by IOAC students because of their own academic atmosphere, IOBC students are now sponsored by The School Brigade staff. In the near future the Staff and Faculty field grade officers of USAIS will have responsibility for sponsorship.

3. REMARKS: This program is an on-going activity and facilitates the transition of the newly commissioned officer to the Army. It also provides each IOBC student the opportunity to meet socially with experienced Army personnel who can tell them about policies and facilities at Fort Benning and in the Army. This program has proved to be very successful to date, and with the shift of sponsorship to the more experienced USAIS Staff and Faculty field grade officers it is anticipated the program will contribute even more to the professionalism of the Junior Officer.

4. RECOMMENDATIONS:

a. This action should be continued at USAIS.

b. This action should be implemented at other Army Service Schools.

1. ACTION: Item 33, Part A. Elimination of the requirement for IOBC officer students to march to and from classes on the Main Post.

2. IMPLEMENTATION: (This action did not require VOLAR funds)

a. Action Agency - TSB, USAIS

b. In January 1971 a USAIS memorandum was published authorizing all IOBC students to drive their POV's to and from resident classes of instruction on Main Post. This policy has been continued in FY72 and expanded parking facilities have been added in the Infantry Hall area.

3. REMARKS: This action has been included in the USAIS SOP and has been well received by the IOBC students. The results of opinion surveys administered during FY72 indicate that IOBC students and Cadre, Staff and Faculty favorably rate this item as contributing to the VOLAR concept of creating a more favorable attitude toward the Army.

4. RECOMMENDATIONS:

a. This action should be continued at USAIS.

b. This action should be implemented at other Army Service Schools.

1. ACTION: Item 35, Part A. Elimination of scheduling of examinations on days following night instruction.

2. IMPLEMENTATION: (This action did not require VOLAR funds)

a. Action Agencies - Ops/Logs, USAIS

b. In January 1971 USAIS Master Scheduling Boards were restructured to insure that examinations were not scheduled on days following night instruction.

3. REMARKS: This policy has been continued in FY72 and has been incorporated into the USAIS SOP. The results of opinion surveys administered during FY72 indicate that USAIS students and Staff and Faculty favorably rate this action as contributing to the VOLAR concept of increasing professionalism and creating a more favorable attitude toward the Army.

4. RECOMMENDATIONS:

a. This action should be continued at USAIS.

b. This action should be implemented at other Army Service Schools.

1. ACTION: Item 37, Part A (Item 21 OMA) Dispatch of Training Liaison Teams to Fort Ord and Fort Carson on a periodic basis.

Item 40, Part A. (Item 21 OMA) Provision of advisory assistance to Fort Ord on changes and modifications of the BCT/Inf AIT program.

2. IMPLEMENTATION: (Actual cost $12,469.)

a. Action Agency - ODDLP, USAIS

b. Because of their nature, these items are consolidated for reporting purposes. During FY71 USAIS sent Liaison Training Teams to Fort Ord and Fort Carson on a periodic basis; the teams visited Ford Ord eight times and Fort Carson once. USAIS provided advisor assistance to Fort Ord in the BCT/Infantry AIT areas. Command response to these visits indicate that they were useful in providing assistance to Fort Ord personnel involved in the Experimental Volunteer Army Training Program (EVATP). Ft Carson, on the other hand, was engaged in Operational Readiness Testing and did not require assistance from USAIS on Basic Unit Testing. During FY72 Liaison Training Teams from USAIS visited Fort Ord again to observe the Experimental Volunteer Army Training Program in operation.

3. REMARKS: As part of its on-going mission, USAIS has provided Fort Ord assistance in updating the Army Subjects schedules for which the Infantry School has proponency. In Feb 72, applicable parts of the VOLAR Experimental Program were included in the revised BCT program and sent to the field for review. Field review by USATC's and USAIS will continue for three cycles of training, after which the program will be analyzed for possible revision. USAIS will continue to monitor the BCT program at all USATC's conducting BCT and will be available for assistance as required.

4. RECOMMENDATIONS:

a. This action should be continued at USAIS.

b. This action should be implemented at other Army Service Schools.

1. ACTION: Item 38, Part A. Provision of additional training to USAIS graduates enroute to Fort Carson and Fort Ord.

2. IMPLEMENTATION: (This action did not require VOLAR funds)

a. Action Agency - DOI (CD), USAIS

b. During the 3d and 4th quarter of FY71 three courses of action were taken to implement this program:

(1) Information packets were distributed.

(2) A VOLAR briefing was presented.

(3) Additional maintenance training was presented to selected students enroute to Fort Carson.

A special day of training was presented to IOBC 6-71 graduates on orders to Fort Carson and Fort Ord. This training included information packets on the two posts and four hours of additional maintenance training and specific leadership instruction on contemporary problems. The additional maintenance training was also made available to NCOC 11B graduates enroute to Fort Carson.

3. REMARKS: The initial program was successful and well received by the students; however, as Fort Carson and Fort Ord initiated VOLAR projects at their respective posts, much of the information presented at USAIS was duplicated. Also, the contemporary leadership problems became a part of the IOBC, OCS, and NCOC POI's thus eliminating the need for a special class.

4. RECOMMENDATIONS:

a. This action has been discontinued at USAIS.

b. This action should not be implemented at other Army Service Schools.

1. ACTION: Item 39, Part A. Provision of assistance to Fort Carson training programs by forwarding instructional packets in the form of 16mm kinescope recordings.

2. IMPLEMENTATION: (This action did not require VOLAR funds)

a. Action Agency - ODDLP, USAIS

b. In January 1971, USAIS dispatched a Liaison Instructor Team to Fort Carson to provide assistance for the conduct of their Experimental Volunteer Army Training Programs and Operational Readiness Testing. At this time, the units at Fort Carson did not desire the 16mm kinescope recording packets. This action was retained in the FY72 test program in anticipation of subsequent requests for USAIS instructional assistance, to include 16mm kinescope recordings. To date, Fort Carson has not requested USAIS assistance in this area.

3. REMARKS: The Combat Arms Training Board has assumed proponency for actions of this nature and is prepared to provide assistance upon request.

4. RECOMMENDATIONS:

a. This action has been assumed by the CATB located at Fort Benning.

b. This action should be implemented at other Army Service Schools.

1. ACTION: Item 41, Part A. Distribution of instructional packets on contemporary leadership problems.

2. IMPLEMENTATION: (This action did not require VOLAR funds for FY 72)

a. Action Agency - Ldrshp Dept, USAIS.

b. In FY71 instructional packets concerning contemporary leadership problems were under development at USAIS to be forwarded to CONARC during the VOLAR test period. However, in May 1971, DA established the Emerson Board to study leadership throughout the Army and all USAIS activities related to this action were suspended pending the results of the Emerson Board study. In June 1971, USAIS was tasked by the Emerson Board to provide contemporary leadership instructional packets to the Board for distribution at a CONUS-wide Leadership Seminar in July 1971 at Fort Bragg.

3. REMARKS: The leadership packets were prepared by USAIS and forwarded to the Emerson Board for distribution. Additionally, the Leadership Department is presenting a monthly seven hour block of instruction on "Leadership for Professionals" to all Fort Benning personnel in the grade E5 through 06. Results of the opinion surveys administered during FY72 indicate that the USAIS Staff and Faculty and students favorably rated this item as contributing to the VOLAR concept.

4. RECOMMENDATIONS:

a. This action should be continued at USAIS.

b. This action should be implemented at other Army Service Schools.

SECTION 3

SUMMARY AND ANALYSIS

of

USAIS EDUCATION AND TRAINING ITEMS

(PART B, SECTION V, FY72, BENNING PLAN, MVA)

1. ACTION: Item 1, Part B. (Item 15 OMA) Continue to increase the usage of Programmed Instruction in Resident USAIS Courses.

2. IMPLEMENTATION: (Actual cost $33,232.)

a. Action Agency - DOI (IMD), USAIS.

b. This program was part of an on-going activity to upgrade the academic excellence of USAIS as an educational institution. During the VOLAR test period, a GS-12, Program Instructional Technologist, and a GS-3, Clerk-typist, were hired to accelerate the efforts in this area. The objective of this program is to increase the number and quality of Programmed Instructional Texts, Computer-Assisted Instructional (CAI) classes, Automated Student Response Teaching System (SRTS) classes, programs available in the Individual Learning Center (ILC), and the Unit Training Extension Course (UTEC).

c. The chart below represents the work that has been done in these four areas during the 18 month test period.

New Programmed Texts	-	41
New CAI classes	-	23 hrs
New SRTS Instruction	-	8 hrs
New ILC Programs	-	184 (200 hrs)
New UTEC Lessons	-	56

d. Additionally, there are 20 programs presently under development for future inclusion in both resident and non-resident USAIS courses of instruction and a supplement to CONARC Regulation 350-54 has been developed to provide guidance for the development, application, and utilization of Programmed Texts at USAIS.

3. REMARKS:

a. Programmed Learning is a technical and highly developed educational technique. The forms of programmed instruction presently in use at the Infantry School are built on the principle of active student participation in the learning process. In addition to actively involving the student, programmed instruction provides the following benefits: terminal objectives are explicitly stated at the outset of the instruction; students are provided immediate feedback on their progress; students proceed at their own pace through the instruction; the learning process is behavior/performance oriented rather than time oriented; and the instruction is essentially reproducible each time it is administered.

b. The evaluation of the attitudinal reception of programmed instruction was accomplished through a survey, by questionnaire, of resident USAIS students. Approximately 94% of the surveyed students responded that they had encountered at least two of the four forms of

programmed instruction available at USAIS. Some 69% of the respondents felt that programmed instruction and like programs will favorably affect career intentions of classes exposed to this media in the future. All four forms of programmed instruction were deemed by the majority of the respondents to be either superior or slightly superior to more conventional forms of instruction. Approximately 77% of the respondents who were exposed to programmed instruction felt that it generated more interest in the subject matter being presented than did conventional instructional methods. Finally, 98% of the surveyed personnel exposed to programmed instruction felt that it had definitely enhanced or at least slightly enhanced their professional capabilities.

c. Additionally, results of opinion surveys administered during FY72 indicated that students and the USAIS Staff and Faculty gave this item a high rating as contributing to the VOLAR concept of increasing professionalism and creating a more favorable attitude toward the Army.

d. As the usage of programmed instruction continues to expand in resident and non-resident courses, its contribution toward building a professional, volunteer force will likewise be magnified.

4. RECOMMENDATIONS:

a. This action should be continued at USAIS.

b. This action should be implemented at other Army Service Schools.

1. ACTION: Item 2, Part B. Continue to develop terrain models to be used as training devices to teach command and control of airmobile operations at USAIS.

2. IMPLEMENTATION: (Actual cost $5,303.)

a. Action Agency - BBOD, USAIS

b. This program was initiated in March 1969, and was designed to enhance the training of commanders and key staff officers to command and control combat operations from an airborne platform. The problem was initially presented to the Special Vietnam Officers Orientation Course. In FY71, the problem was also presented to selected IOAC students on a test basis. The concept was evaluated in December 1970, and was found to be superior to the conventional form of instruction.

c. During the initial VOLAR test period (1 Jan - 30 Jun 71), VOLAR funds were used to upgrade this program. A 50-man classroom was divided into five student training stations. Four of the stations contain terrain models and platform-mounted mock-ups of a UH-1 equipped with locally fabricated simulations of the AN/ASC 15 command and control communications console. The four terrain models were constructed to represent different battlefield environments that would possibly be encountered in Europe, Korea, Vietnam, or the Middle East. The fifth station is used to familiarize the students with the simulators and the particular terrain model they will be using. This station employs a tape/slide/color TV presentation on the conduct of the simulator training and affords the student mission commander and his staff a facility for conducting a pre-mission briefing.

d. This program is offered as an IOAC elective in which qualified students are employed to develop problem scenarios for presentation to their contemporaries during a formal three hour class as part of the Aerial Employment instruction. In addition to IOAC students, SVOC, USAR, NG, and foreign army students utilize the simulator.

3. REMARKS:

a. The Combined Arms Tactical Training Simulator (CATTS) has proven superior to the more conventional forms of instruction in this type of training. The system has effectively reduced, to the extent possible, the degree to which a student must imagine or simulate the situation and environment. Additionally, active student participation generated by this mode increases motivation, interest, and proficiency in executing tactical operations.

b. A distinct advantage of the simulator as a training vehicle is its adaptability to the use of peer instruction. Experimentation in this area has furnished very effective results by providing valuable instructional feedback and increased student interest. This methodology

reduces the student to instructor ratio and allows the presentation of this type of instruction within the constraints of current instructor limitations. During the period between 1 September 1971 and 30 June 1972, the training device has been used to train 1,859 officers for a total of 10,735 manhours of training.

c. The Combined Arms Tactical Training Simulator (CATTS) is a prime example of an educational innovation that has enhanced the professional excellence of the Infantry School, as validated by the results of opinion surveys administered during FY72, which indicate that both IOAC students and the USAIS Staff and Faculty favorably rate this item as contributing to the VOLAR concept of increasing professionalism and creating a more favorable attitude toward the Army.

d. An evaluation concerning itself largely with the comparative effectiveness of the present simulated instructional mode, as opposed to the previous conventional presentation, was conducted during March-April, 1972. Results of the survey indicate that the present simulated instructional mode is significantly better than the previous conventional presentation; there is a significant increase in the student's confidence to perform the job; it is more effective, interesting, and elicited greater personal involvement in the training experience than any other method of instruction used at USAIS; and it has increased the professional competence of the students. (See TAB B Part V for a detailed report of Evaluation Results)

4. RECOMMENDATIONS:

a. The Combined Arms Tactical Training Simulator action should be continued at Fort Benning and its application expanded to include all appropriate instruction. Further, the use of simulation training should be investigated as a means of improving instruction throughout the Infantry School.

b. Simulation training such as CATTS should be implemented in every unit and installation charged with the responsibility of training commanders and staff officers to command and control tactical operations.

1. ACTION: Item 3, Part B. (Item 14 OMA) Continue to construct and refine a test model Infantry School Learning Center consisting of student carrels designed for use in IOAC elective programs.

2. IMPLEMENTATION: (Actual cost $282,232.)

a. Action Agency - DOI(IMD), USAIS

b. The Individual Learning Center (ILC) opened on 1 March 1971, in a modified 50-man classroom. The ILC was designed to provide USAIS students, Staff and Faculty and other military personnel and their dependents with a facility that would offer a variety of reinforcing and supplementing instructional programs presented through the use of various electronic teaching machines.

c. The ILC presently has fifty individual student carrels equipped with table-mounted Norelco Synchrotutors (employing cassette tapes and 35mm slides), and wall-mounted slide projectors. Three super 8mm movie projectors provide short motion sequences, and are used in conjunction with the synchrotutor's tape/slide format. Fifty QRS responders provide the carrels with a student response capability when electrically connected with the synchrotutors. Programs automatically stop when questions are posed, and restart when the correct answer is given. Additionally, 10 carrels contain color TV monitors which can be linked to either the USAIS central Educational Television Distribution Systems or to independent video cassette tape players.

d. The ILC program inventory consists of 184 programs for a total of 200 hours. The four subject matter categories include: military subjects that reinforce classroom instruction, enrichment subjects that complement classroom instruction, decision problems that test the student's ability to apply the principles and techniques he has learned, and selected guest speaker presentations.

e. Due to the increased student requirements created by mandatory instruction for all resident USAIS courses scheduled for presentation in the ILC, the projected expansion of the ILC in first quarter FY73 will increase the number of study carrels to 135. The expanded facility will contain 131 carrels equipped with audio cassette players and slide projectors and 4 carrels used for program production. Additionally, the number of video cassette players will be increased to 30. The increased size of the ILC will also allow for primary instruction experimentation.

3. REMARKS:

a. The ILC is geared to facilitate the individual's learning process. Seven conditions necessary to accomplish this goal have been incorporated into the ILC. They are:

(1) Active student participation in learning.

(2) Instructional pace geared to the individual.

(3) Immediate knowledge of results and reinforcement.

(4) Logical development and arrangement of subject matter.

(5) Subject matter behaviorally or performance oriented.

(6) Reduction of student anxiety.

(7) Creation of student motivation.

b. Problem areas on maintenance of equipment have occurred in the ILC in two areas: The syncrotutors and the video tape playback units. The synchrotutors have been replaced with new modified units, and they are now operating normally. The Sony video tape units have had minor equipment problems but are considered satisfactory for use in the ILC.

c. The proponent agency conducted an evaluation of the reception of the ILC by means of an attitudinal survey of six classes of resident students. Two of the questions in this survey specifically addressed professionalism and career intentions. Some 73% of the students felt that the ILC had enhanced their professional capabilities while some 75% responded that the ILC and like programs may be of benefit in attracting and retaining future personnel. Additionally, the results of opinion surveys administered during FY72 indicate that the USAIS Staff and Faculty and students favorably rate this item as contributing to the VOLAR concept.

d. The ILC provides students with a means of initiating, supplementing, and complementing instruction. This program is particularly appropriate for students with lower than desired levels of knowledge validated by results of pre-course survey, diagnostic, and end of block examinations. Additionally, the ILC provides the students with a facility in which to explore areas of interest not covered in the courses they may be attending.

4. RECOMMENDATIONS:

a. This action should be continued at USAIS.

b. This action should be implemented at other Army Service Schools.

1. ACTION: Item 4, Part B. The addition of two Large Screen Television Receivers, Kalent Tele-Beam Model A912-B, to the existing television distribution system in Building Number 4, Infantry Hall.

2. IMPLEMENTATION: (Actual cost None during FY 72.)

a. Action Agency - DOI (TV), USAIS.

b. This system provides Infantry Hall with two 200-man classroom facilities where students can see all aspects of the picture with improved viewing of details. Original plans called for the installation of four large-screen receivers. However, in April 1971, CONARC authorized USAIS to proceed with a program to convert existing television facilities to color. Consequently, only two of the large screen systems were purchased since this system is not convertible from black and white to color. The two units have been installed and are fully operational.

3. REMARKS:

a. The large screen system offers several advantages to students and instructors that are not available with the conventional small screen, wall-mounted systems. It allows for centrally controlled sound, provides a clearer picture due to intensification of the image projection, orients students toward the front of the classroom for viewing purposes, and allows the instructor to turn the projector on and off at will.

b. An extensive evaluation of large screen television versus small screen television was conducted during FY72. The evaluation, which encompassed approximately 500 students, indicates that overall, students generally prefer the large screen system and overwhelmingly favored the large screen sound system. Students also tended toward a positive feeling that large screen TV rather than small screen would increase professionalism on the part of the Infantry School. Results of opinion surveys administered during FY72 indicate that students and the USAIS Staff and Faculty favorably rated this item as contributing to the VOLAR objectives.

4. RECOMMENDATIONS:

a. This action should be continued at USAIS.

b. This action should not be implemented at other Army Service Schools because the current trend in Army Educational Television is towards conversion to total color programming and the Kalent Tele-Beam Model A912-B Large Screen Television Receiver at USAIS has black and white capability only.

1. ACTION: Item 5, Part B. Use of educational television facilities in support of USAIS resident instruction.

2. IMPLEMENTATION: (Actual cost $81,000.)

a. Action Agency - DOI (TV), USAIS

b. This program consists of a five year phased conversion to color television and will upgrade the present black and white system which has been in use since 1964. During the VOLAR test period, four color videotape recorders and two color film chains have been installed and are operational. Thirteen classrooms have been converted from black and white to color monitors. Three of the eight television channels used throughout Infantry Hall now have color capability.

c. During FY 73, the color television capability will be expanded by the purchase of color cameras, a fifth color videotape recorder, conversion of a mobile van to color capability, and the conversion of more classrooms to color monitors.

3. REMARKS: Color television enhances the realism of the instruction and increases student interest in the subject matter. The equipment presently installed provides USAIS with the capability of producing and broadcasting color videotapes to the thirteen classrooms equipped with the color monitors. Student exposure to color television had been minimal since a suitable store of instructional color tapes had not yet been developed. However, there are now thirty color tapes available, and student reaction to color versus black and white is very favorable as indicated by a study prepared for CONARC by the Television Division, DOI, USAIS. Results of opinion surveys administered during FY72 indicate that students and the USAIS Staff and Faculty favorably rate this action as contributing to the VOLAR objectives. Evaluations on various aspects pertaining to the usage of color television will continue throughout the five years of the phased conversion.

4. RECOMMENDATIONS:

a. This action should be continued at USAIS.

b. This action should be implemented at other Army Service Schools.

TAB E

SUMMARY AND PROGRESS ANALYSIS OF FORT BENNING
FUNDED AND NON-FUNDED MVA PROJECTS

PROJECT VOLAR

FORT BENNING, GEORGIA

TAB E

SUMMARY & PROGRESS ANALYSIS OF FORT BENNING MVA PROJECTS

Progress of Non-Funded Projects Initiated at Fort Benning

ACTION: Section II, Item 1. Establish a quality control system with a full-time quality control officer in each major unit reporting to the unit commander.

a. IMPLEMENTATION: Action Agency: C/S. All major commands appointed quality control officers to act as a coordinating agency between subordinate units and the VOLAR Control Group and to monitor the implementation of the Benning Plan. The quality control officer's job consisted of preparing studies, progress and status reports on all phases of the Benning Plan; evaluating and forwarding suggestions from units to the VOLAR Control Group for further evaluation; and in maintaining liaison with unit commanders and staff to determine success in implementation of the Benning Plan. This officer also kept his commander informed as to all recent developments and changes in the VOLAR program. Due to the expansive nature of the quality control officer's job, some commands assigned additional personnel to assist him in monitoring the test program.

b. REMARKS: Command responses expressed a most favorable attitude toward the quality control system as a coordinating agency during the VOLAR experiment. The quality control organization down through major command level has proven very successful in implementing and evaluating the Benning Plan. However, this superimposed additional staff element is not considered desirable as a continuing semi-permanent arrangement. Major commands and Directorates will continue the monitorship of the MVA program within the framework of existing authorized staff.

ACTION: Section II, Item 2. Take appropriate action to slow down work pace. Establish more realistic suspense dates.

a. IMPLEMENTATION: Action Agency: C/S. Implementation of this item resulted in a post-wide effort to establish work loads, priorities and suspense dates to enable personnel to perform their duties with a minimum loss of time and provide optimum use of available time.

b. REMARKS: This action is very well received. As a result of the organization of USAIS POIs to eliminate weekend training and the emphasis at Fort Benning on achieving a five-day work week, most personnel now have Saturdays, Sundays and holidays off. However, the current personnel situation and mission and non-mission related tasking by higher headquarters is reaching a level at Fort Benning where the creditability of this action could soon be undermined. This action will continue at Fort Benning consistent with mission requirements. For additional information see figures A-1 and A-64, TAB A.

c. *RECOMMENDATION: This action should be implemented* at other Army installations and its recognition as a specific MVA action should be considered at each level of command responsible for mission tasking.

ACTION: Section II, Item 3. Eliminate "hurry up and wait." Commanders at all levels must make a constant effort to plan ahead.

a. IMPLEMENTATION: Action Agency: C/S. A command letter was published on 27 November 1970 directing implementation on this item. Units on post revised their operation as necessary to reduce non-productive waiting time to a minimum.

b. REMARKS: Command response indicated that this action has been favorably received by both soldiers and commanders. Proper scheduling, a clear understanding of what is required by the first line supervisor, and more professional performance by the individual soldier has made the elimination of "hurry up and wait" possible. Again, the treatment of the soldier as a professional helps to foster a better self-image and better performance by the individual. This action will be continued at Fort Benning consistent with mission requirements. For additional information see figure A-10, TAB A.

c. RECOMMENDATION: This action should be implemented at other Army installations.

ACTION: Section II, Item 4. Insure that military personnel are treated with courtesy and respect and that this attitude is instilled in all personnel, military and civilian, who deal in services, such as finance and personnel clerks, medical personnel, PX and Commissary personnel, etc., actions being taken include:

a. Conduct a customer-relations course for all PX employees and DA civilians who deal in services.

(1) IMPLEMENTATION: Action Agency: DPCA. An intensive Customer-Relations Program has been developed on a continuing basis to train new PX employees and retrain present employees in the importance of courtesy and service to the customer. To augment this program, several training aids such as booklets entitled "Courtesy in Retail Stores," have been distributed to all PX employees. The Civilian Personnel Office integrated a two-hour block of instruction on customer-relations into the quarterly Basic Supervisors' Course and the Middle Managers' Course. A periodic course is also given to Commissary personnel.

(2) REMARKS: Command response indicates that a better working relationship has been created between employees and military personnel. Employees of PX facilities are more courteous and helpful and customers appreciate this treatment. Service is quicker and more efficient with a mutual understanding and respect between employees and soldier customers. This action will be continued at Fort Benning.

b. Maintain a part-time quality control group to conduct unannounced visits to service facilities (PX, Commissary, laundries, banks, housing office, etc.), to insure that courteous, quality service is being given to customers and to report deficiencies.

(1) IMPLEMENTATION: Action Agency: DPCA. A group was organized consisting of a field grade officer, a company grade officer and an NCO. These personnel, provided by DIO and DPCA, would make bi-monthly unannounced visits to facilities rendering service to the public, except for MEDDAC. A review of the Service Facilities Quality Control Group composition on 26 July 1971 resulted in the present composition: one captain from DIO, one captain from DPCA, one officer from USAIC Company Grade Officers' Council (lieutenant or captain) and one soldier from USAIC Soldiers' Council (E4 or E5).

(2) REMARKS: The major commands report that this action is highly favored and there has been a measurable improvement in the attitude of civilian employees who staff post service facilities. The primary facilities visited were those of the Post Exchange, Special Services and Commissary. All visits caused improvements, in varying degrees, to the services provided at all these facilities. The more recent visits have identified a decreasing number of areas for improvement, therefore future visits will be conducted on a bi-quarterly basis. This action will be continued at Fort Benning. For additional information see Figure A-36, TAB A.

(3) RECOMMENDATION: This action should be implemented at other Army installations.

ACTION: Section II, Item 5. Insure that military personnel in uniform receive priority at all times at service and check-out counters, or provide separate check-out counters for them in all post service facilities.

a. IMPLEMENTATION: Action Agencies: DIO and Post Exchange. A separate check-out counter for military personnel in uniform was established in the Main Retail Stores on 11 January 1971. This service was first established during all hours of operation in the Main Retail Store. It became apparent that it was unnecessary to establish a separate check-out for military personnel in uniform on weekends since very few customers shopped in uniform. As a result, the separate check-out is only provided for personnel in military uniform on weekdays. Also two separate counters for military personnel in uniform were established in the Main Commissary and the Commissary Annex.

b. REMARKS: The commands favor this action in that it enables the soldier to shop quickly during the lunch hour on weekdays and permits him to get back to duty. This action will be continued at Fort Benning. For additional information see Figure A-65, TAB A.

c. RECOMMENDATION: This action should be implemented at other Army installations.

ACTION: Section II, Item 5. Insure that military personnel in uniform receive priority at all times at service and check-out counters, or provide separate check-out counters for them in all post service facilities.

a. IMPLEMENTATION: Action Agencies: DIO and Post Exchange. A separate check-out counter for military personnel in uniform was established in the Main Retail Stores on 11 January 1971. This service was first established during all hours of operation in the Main Retail Store. It became apparent that it was unnecessary to establish a separate check-out for military personnel in uniform on weekends since very few customers shopped in uniform. As a result, the separate check-out is only provided for personnel in military uniform on weekdays. Also two separate counters for military personnel in uniform were established in the Main Commissary and the Commissary Annex.

b. REMARKS: The commands favor this action in that it enables the soldier to shop quickly during the lunch hour on weekdays and permits him to get back to duty. This action will be continued at Fort Benning. For additional information see Figure A-65, TAB A.

c. RECOMMENDATION: This action should be implemented at other Army installations.

ACTION: Section II, Item 6. Permit an optional civilian dress policy for personnel who must work during normal off-duty hours (except where duties necessitate wear of uniform).

a. IMPLEMENTATION: Action Agency: DPCA. Authority to wear civilian clothing when required to work on Saturdays, Sundays, and holidays was published in USAIC Circular 600-67.

b. REMARKS: Command response indicated that soldiers appreciate the benefits of this action. Allowing individuals to wear civilian clothes on weekends and holidays helps create a more casual atmosphere for soldiers who must work and, when they are finished, permits them to continue their off-duty activities with the least amount of delay. This action was considered by some as the removal of an unnecessary irritant. Some savings to soldiers on dry cleaning and laundering costs resulted in the implementation of this action. This action will be continued at Fort Benning. For additional information see figure A-23, TAB A.

c. RECOMMENDATION: This action should be implemented at other Army installations.

ACTION: Section II, Item 7. Permit wear of shirt without blouse in administrative areas of all buildings.

a. IMPLEMENTATION: Action Agency: DPCA. This action was implemented in USAIC Circular 600-67.

b. REMARKS: The major commands report that this item is favorably received. It contributes significantly to morale and convenience of personnel working in administrative areas. This action will be continued at Fort Benning. For additional information see figure A-19, TAB A.

c. RECOMMENDATION: This action should be implemented at other Army installations as the situation warrants.

ACTION: Section II, Item 8. Insure that the only items required to be worn on the fatigue uniform are rank, branch insignia, "US Army" tape, name tape and unit patch, and that all other authorized badges are worn at the option of the individual.

a. IMPLEMENTATION: Action Agency: DPCA. This action was implemented by USAIC Circular 600-67.

b. REMARKS: This action continued to have favorable response from all major commands. To the soldiers it represents elimination of another potential form of an unnecessary irritant. Some savings to soldiers on tailoring costs resulted in the implementation of this action. This action will be continued at Fort Benning. For additional information see figure A-18, TAB A.

c. RECOMMENDATION: This action should be implemented at other Army installations.

ACTION: Section II, Item 9. Insure that unit weekend and holiday detail rosters for soldiers are published at least 3 days in advance.

a. IMPLEMENTATION: Action Agency: DPCA. This action was incorporated initially into USAIC Circular 600-67, and displayed on unit bulletin boards throughout the commands.

b. REMARKS: The reaction from major commands is favorable. The soldiers appreciate being able to plan ahead for weekends and holidays without having to worry about last minute commitments. This action will be continued at Fort Benning. For additional information see figure A-66, TAB A.

c. RECOMMENDATION: This action should be implemented at other Army installations.

ACTION: Section II, Item 10. Maintain a 5-day work week and insure that personnel who are required to perform weekend and holiday duties receive compensatory time to the maximum extent possible.

a. IMPLEMENTATION: Action Agency: DPCA. The 5-day work week was implemented for all major commands in Jan 71 and for the Infantry School in early March 71.

b. REMARKS: The 5-day work week is one of the most enthusiastically received items in the Benning Plan. The five-day work week is perhaps the single most significant action taken during the MVA experiment to improve the life-style of the soldier. The impact of this action upon the professionalism of the soldier is derived from treating the soldier as a professional. The general concensus seems to be that soldiers more willingly accept long days if they can look forward to some free time on the weekends to pursue their individual interests. Students undergoing Airborne and Ranger Training do not benefit from this action because of the nature of their training. Together with compensatory time for weekends and holiday duty the 5-day work week has been a significant morale booster at Fort Benning. This action will be continued at Fort Benning. For additional information see Figure A-29, TAB A.

c. RECOMMENDATION: This action should be implemented at other Army installations and be made an Army-wide policy consistent with mission requirements.

ACTION: Section II, Item 11. Insure that soldiers are not awakened for morning clean-up when they are off-duty. (This applies to soldiers who are on pass, receiving compensatory time, etc.)

a. IMPLEMENTATION: Action Agency: DPCA. This action was implemented by USAIC Circular 600-67.

b. REMARKS: The major commands indicate that the reactions to this item continue to be most favorable. The value of the action as a continuing practice is based on the importance of eliminating unnecessary irritants. The action as a single function is not of great significance in itself; however, in conjunction with other similar actions it does hold merit and enhances troop morale. There has been no indication that barracks standard has lowered as a result of this action. This action will be continued at Fort Benning.

c. RECOMMENDATION: This action should be implemented at other Army installations.

ACTION: Section II, Item 12. To the maximum extent possible, exempted from duty (ED) should be eliminated from the duty roster system.

a. IMPLEMENTATION: Action Agency: DPCA. This action was implemented by USAIC Circular 600-67 and disseminated to all commands.

b. REMARKS: The response from major commands revealed that this action has increased morale, as it eliminated a great irritant to the soldier. The soldier has found less fault with the duty roster as it now shows a system working on an equitable basis. This action will be continued at Fort Benning. For additional information see Figure A-68, TAB A.

c. RECOMMENDATION: This action should be implemented at other Army installations.

ACTION: Section II, Item 13. Permit soldiers to have beer in barracks and mess halls.

a. IMPLEMENTATION: Action Agency: DPCA. Approval for this action was obtained from DOD on 11 January 1971. An exception was made to AR 60-20, which permitted the sale of beer through vending machines. A contract was awarded to Vendo Company of Kansas City, Missouri, on 22 January 1971 to enable the Fort Benning Exchange to lease up to 115 beer vending machines. Installation began 15 February 1971 and initially 91 beer vending machines were installed in selected day rooms, orderly rooms, and mess halls. This figure has been reduced to 75 now on location since customer demand did not warrant retention of all machines initially installed.

b. REMARKS: The introduction of 3.2 percent beer in the barracks has been favorably received by both soldiers and commanders. The soldiers enjoy the added convenience of being able to buy beer without going to the clubs or off-post, and the idea that the Army is willingly giving them the responsibility to maintain their sobriety without restriction has created a receptive atmosphere among the soldiers. The subordinate commands' response is favorable towards this action as it has enhanced the concept of accepting the soldier as a mature individual. The confidence demonstrated in him is evidenced in the fact that no significant disciplinary problems directly attributable to beer in the barracks have been reported since beer sales began in January 1971. However, even with the favorable response, beer sales have been lower than anticipated, particularly in the mess halls where there is a wide variety of beverages from which to choose. Some of the beer vending machines in the day rooms did not meet the AAFES requirement that each machine be economically self-sustaining and were removed. In view of the favorable response created by the sale of beer, Fort Benning will continue to sell beer in the unit areas through the use of beer vending machines in accordance with AAFES policies. This action will be continued at Fort Benning. For additional information see Figure A-15, TAB A.

c. RECOMMENDATION: This action should be retained as a permanent DA policy.

ACTION: Section II, Item 14. Insure that units do not hold reveille, except for training and ceremonial occasions and eliminate other unnecessary formations to the maximum extent possible.

a. IMPLEMENTATION: Action Agency: DPCA. This action was implemented by USAIC Circular 600-67.

b. REMARKS: This action continues to be rated favorably at all commands. It has contributed to the improvement of leadership styles and techniques developed by young leaders, both officers and non-commissioned officers. This action has eliminated another unnecessary irritant that caused an unattractive feature of military life. In addition to allowing a soldier to utilize his time more productively and being treated as a mature adult, it has increased individual motivation throughout this installation. This action will be continued at Fort Benning. For additional information see Figure A-11, TAB A.

c. RECOMMENDATION: This action should be retained as a permanent DA policy.

ACTION: Section II, Item 15. Insure that the bed check requirement has been eliminated in all units, as mission permits, except for individuals undergoing punishment.

a. IMPLEMENTATION: Action Agency: DPCA. This action was implemented by USAIC Circular 600-67, through command/staff meetings and directives, with a single exception applying to OCS and NCOC students.

b. REMARKS: Command response indicated that this policy is especially popular among the young soldiers who are now less critical of the double standard being applied to those residing in private quarters as opposed to those living in billets. Relaxing this restrictive measure has allowed the individual to take maximum advantage in scheduling his activities and in representing himself as a trustworthy member of the organization he serves. This action will be continued at Fort Benning. For additional information see Figure A-12, TAB A.

c. RECOMMENDATION: This action should be retained as a permanent DA policy.

ACTION: Section II, Item 16. Insure that soldiers are not required to sign-in/sign-out at company level for normal off-duty absence except as required for morning report entries and special passes.

a. IMPLEMENTATION: Action Agency: DPCA. This item was implemented by USAIC Circular 600-67. Also AR 210-10, which covers the sign-in/sign-out sheet, was changed effective 1 February 1971 to require that sign-in/sign-out be done only when going on leave, PCS, TDY, ETS, etc.

b. REMARKS: The major commands state that soldiers have accepted the responsibility placed on them by this action very well. To most soldiers the requirement to sign-in and sign-out except for PCS, TDY, ETS, etc., was an unnecessary irritant. There have been no indications during this test phase that discipline has deteriorated as a result of this action. This action will be continued at Fort Benning. For additional information see figure A-18, TAB A.

c. RECOMMENDATION: This action should be retained at other Army installations and made a permanent DA policy.

ACTION: Section II, Item 17. Insure that there are no restrictions on travel during off-duty time.

a. IMPLEMENTATION: Action Agency: DPCA. This action was originally directed by USAIC Circular 600-67.

b. REMARKS: The major commands reported that soldiers have accepted the responsibility placed on them by the elimination of travel restrictions very well. A few soldiers still return late from weekend and three-day passes, but to date, these incidents have been no more frequent than they were before the distance limitation was lifted. There have been no indications that discipline problems have increased as a result of this action. This action will be continued at Fort Benning. For additional information see figure A-26, TAB A.

c. RECOMMENDATION: This action should be retained as a permanent DA policy.

ACTION: Section II, Item 18. Do not require the use of the Armed Forces Liberty Pass.

a. IMPLEMENTATION: Action Agency: DPCA. This action was implemented through directives, command/staff meetings and USAIC Circular 600-67.

b. REMARKS: This action has increased the freedom and responsibility of the individual and reduced the units' administrative workload. This action has eliminated another unnecessary irritant and unattractive feature of military life. This action will be continued at Fort Benning. For additional information see Figure A-27, TAB A.

c. RECOMMENDATION: This action should be retained as a permanent DA policy.

ACTION: Section II, Item 19. Insure that there are no mandatory quotas for the suggestion awards program.

a. IMPLEMENTATION: Action Agency: DPCA. This action was implemented in USAIC Circular 600-67, through directives, command/staff meetings and policy letters.

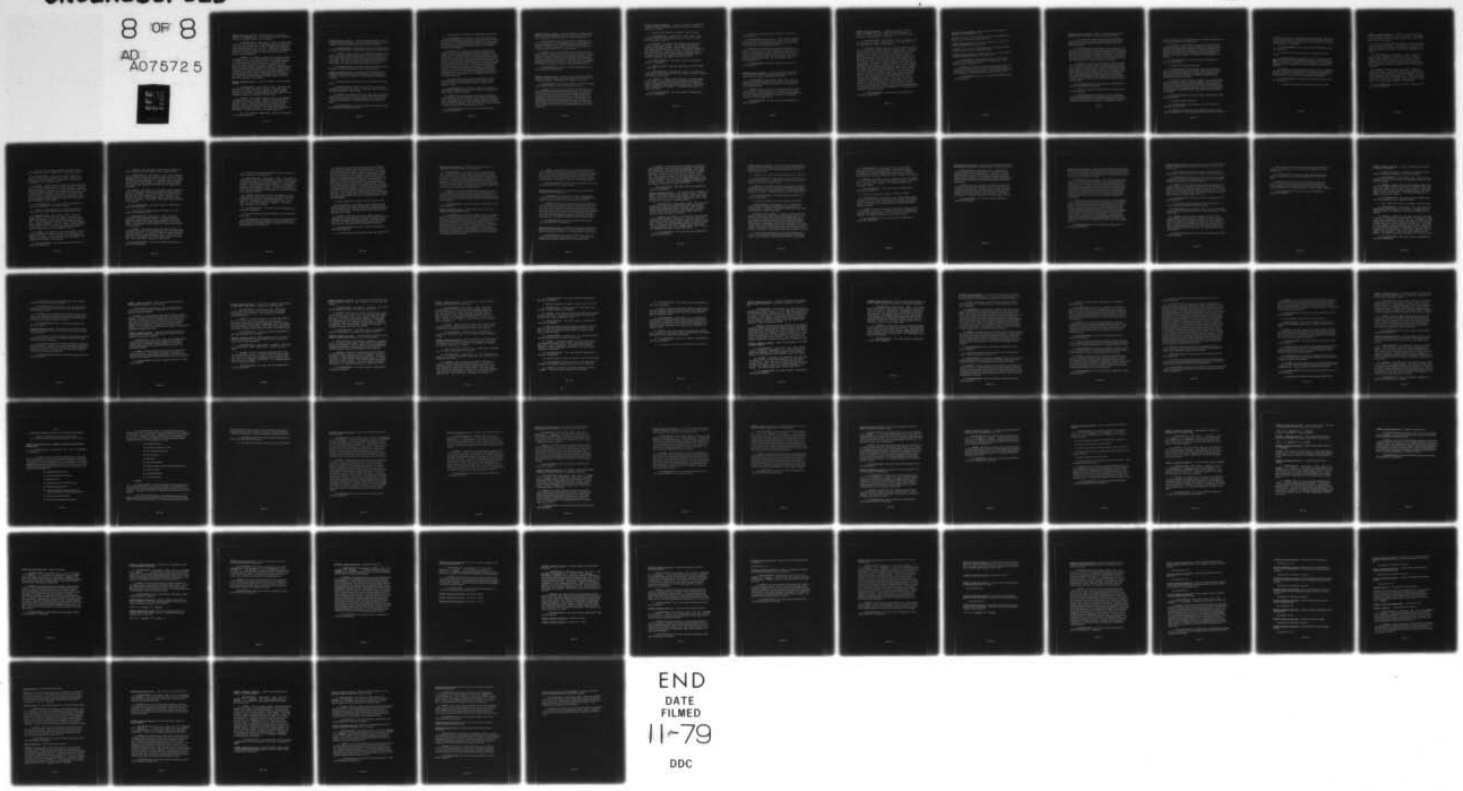
b. REMARKS: Response from the major commands indicated that this action was well received in that it eliminated an often irritating requirement. Although the number of suggestions received dropped sharply throughout the test period, it is felt that the overall quality of suggestions received has improved. This action will be continued at Fort Benning. For additional information see Figure A-8, TAB A.

c. RECOMMENDATION: This action should be practiced at other Army installations.

AD-A075 725 ARMY INFANTRY CENTER AND FORT BENNING GA F/G 5/9
MODERN VOLUNTEER ARMY EXPERIMENT-1972.(U)
JUL 72

UNCLASSIFIED NL

8 OF 8
AD A075725



END
DATE FILMED
11-79
DDC

ACTION: Section II, Item 20. Eliminate coercion in fund drives, savings bond campaigns, etc., by establishing campaign organizations which do not parallel existing chain of command.

a. IMPLEMENTATION: Action Agency: DPCA. The peer system was used in the fund drive for the new National Infantry Museum and in the joint fund campaign for the National Health and International Service Agencies during FY 71. In FY 72 a modified peer system was used for the Combined Federal Campaign. During these solicitations AR 600-29, Fund-Raising Within the Department of the Army, was applied without modification.

b. REMARKS: As previously reported in the installation evaluation report of 14 Jan 72, it was found that while the peer system is an effective means of minimizing coercion, it is somewhat unwieldy. It was also noted that some soldiers remain suspicious of fund drives and defined all attempts to solicit contributions from them during the above mentioned campaigns as coercion. Experience gained in the campaigns conducted during the first 12 months of the VOLAR experiment at Fort Benning indicated that unmodified application of the provision of AR 600-29 relating to solicitation and fund raising is most appropriate and that further experimentation was not warranted. This action was discontinued during the second half of FY 72 and will not be continued at Fort Benning.

ACTION: Section II, Item 21. Permit the wearing of the duty uniform off-post.

a. IMPLEMENTATION: Action Agency: DPCA. This action was implemented by USAIC Supplement 1 to AR 670-5 and policy letters. The intent of this action is to allow soldiers to conduct personal business and convenience shopping between off-post residence and the installation, during and immediately after duty hours.

b. REMARKS: The majority of command response has exhibited a favorable attitude to this action. Personnel have appreciated the convenience of conducting personal affairs and business off-post in their duty uniform. Although there has been some abuse of this privilege, recent Provost Marshal Office actions and command emphasis have improved the situation. This action will be continued at Fort Benning. For additional information see figure A-69, TAB A.

c. This action should be implemented at other Army installations as the situation warrants.

ACTION: Section II, Item 22. Do not require detail personnel to arrive for duty earlier than necessary. Whenever military personnel are required, commanders must insure that appropriate schedules are followed.

a. IMPLEMENTATION: Action Agency: DPCA. This action was implemented through directives, command/staff meetings and Circular 600-67.

b. REMARKS: Soldiers continue to voice favorable response to this action. The action enhanced professionalism, improved leadership styles and techniques and increased the efficiency of the overall performance of each soldier. This action has reduced one of the most unnecessary irritants of Army life - hurry up and wait. This action will be continued at Fort Benning. For additional information see figure A-44, TAB A.

c. RECOMMENDATION: This action should be considered for implementation at other Army installations as the situation warrants.

ACTION: Section II, Item 23. Reevaluate personnel administration procedures at all echelons to insure that roadblocks and slow downs are minimized. Take action to improve the overall quality of administration to include:

a. Insure that personnel services offices are staffed during lunch period.

(1) IMPLEMENTATION: Action Agency: DPCA. This action was implemented by USAIC Circular 600-67. Continuous service was achieved by staggering employees' lunch periods.

(2) REMARKS: The commands favor this action in that it enables the soldier to take care of personnel service matters during the lunch period. It has proven advantageous to military personnel. This action will be continued at Fort Benning. For additional information see figure A-32, TAB A.

(3) RECOMMENDATION: This action should be implemented at other Army installations whenever appropriate.

b. Continue post level training for unit administrative personnel.

(1) IMPLEMENTATION: Action Agency: DPCA. On 18 Jan 71, the Educational Development Section began a twenty-hour course of instruction entitled "Personnel Action Procedure Course," which included the following subjects: Hardship/Dependency Discharges, Compassionate/ Permissive Reassignments, Exchange Assignments, and Deferments from Overseas Assignments.

(2) REMARKS: This course met an immediate command training requirement for personnel in procedures related to normal personnel actions which were then occurring with an increased frequency. Expedient actions to avoid delays and to preclude serious morale problems dictates that all personnel involved in clerical and administrative processing of personnel actions should be provided with this training. The results of these special instruction efforts were most gratifying and produced expeditious personnel actions. The substance of this material was then incorporated into regular course offerings. This specific course has served the purpose for which intended and has been discontinued. Provisions to accommodate similar remedial, refresher or indoctrination type classes in support of the Modern Volunteer Army in other GED programs are included in current regulations and directives on a CONUS wide basis.

c. Insure that all personnel inquiries and applications made by individual soldiers are answered within 24 hours. When it is not possible to return final answer within 24 hours, insure an interim response is given.

(1) IMPLEMENTATION: Action Agency: DPCA. This action was implemented by USAIC Circular 600-67 with utilization of DA Form 209, Delay, Referral or Follow-up Notice.

(2) REMARKS: This action has given the soldier the feeling that someone cares and that their questions are receiving more immediate concern and prompt action. This action assists soldiers and commanders alike in controlling unnecessary IG and Congressional complaints that stem from tardy administration. This action will continue at Fort Benning. For additional information see Figure A-5, TAB A.

(3) RECOMMENDATION: This action should be implemented at other Army installations.

ACTION: Section II, Item 24. Insure that soldiers are informed of procedures for lodging complaints against local businesses with the Armed Forces Disciplinary Control Board and the Better Business Bureau.

a. IMPLEMENTATION: Action Agency: DPCA. Implementation of this action has been achieved by publishing notices in the USAIC Daily Bulletin, distributing copies of the Better Business Bureau Bulletin, directives, newsletters and seminars. Due to personnel turnover, this information must be published on a continuing basis.

b. REMARKS: This action informed soldiers of the procedures and steps to follow in lodging complaints against local businesses. Soldiers appreciate knowing that there is a means of lodging complaints against offenders. However, the Armed Forces Disciplinary Control Board and Better Business Bureau have noticed no substantial increase in complaints being lodged as a result of this action. This action will be continued at Fort Benning. For additional information see Figure A-71, TAB A.

c. RECOMMENDATION: This action should be implemented at other Army installations as appropriate.

ACTION: Section II, Item 25. Review and revise regulations to clarify guidance on awards to insure subordinates know that an individual does not have to be above a certain grade to be eligible for an award.

a. IMPLEMENTATION: Action Agency: DPCA. This action was implemented by publication of Change 3 to USAIC Circular 672-1.

b. REMARKS: The above mentioned circulars state the criteria for service awards do not discriminate according to rank. Since implementation approximately 10 percent more soldiers are being recommended for award of the Army Commendation Medal and USAIC Certificate of Achievement. There has been an increase in recommendations for the Meritorious Service Medal and Legion of Merit. Several soldiers in grades E4 and E5 have been recommended for award of the Meritorious Service Medal, with one recommendation being approved. This action will be continued at Fort Benning. For additional information see figure A-3, TAB A.

ACTION: Section II, Item 26. Improve communications between the commander and the subordinate throughout the chain of command to include as a minimum:

a. Continue junior officers' and soldiers' council meeting.

(1) IMPLEMENTATION: Action Agency: DPCA. USAIC Circular 600-71 directed the establishment of junior soldiers' councils and junior officers' councils.

(2) REMARKS: The response from the major commands to this action has been highly favorable. The company grade officers council was designed to promote esprit de corps among company grade officers by providing them a means of voicing their suggestions and recommendations. In the two years the council has been in existence, it has considered matters ranging from garbage collection in on-post housing to the operation of the Post Exchange. For additional information see figures A-5 and A-72, TAB A.

(3) RECOMMENDATION: This action should be implemented at other Army installations.

b. Continue informal, small-group discussions of unit activities at all levels.

(1) IMPLEMENTATION: Action Agency: DPCA. This action was implemented by USAIC Circular 600-67 and through directives, command/staff meetings and seminars.

(2) REMARKS: Command response indicates a favorable attitude to this action. It has provided the soldier with the opportunity for direct communication with his commander and gives the commander a chance to identify problems before they become serious. This action will be continued at Fort Benning. For additional information see figure A-25, TAB A.

(3) RECOMMENDATION: This action should be implemented at other Army installations.

c. Encourage the maximum use of the "open door" policy on an unrestricted basis.

(1) IMPLEMENTATION: Action Agency: DPCA. Command emphasis was placed on this action through directives, policy letters, changes in unit SOPs, and is checked during the entrance interview with each commander during his Annual General Inspection.

(2) REMARKS: This action has been received very favorably by soldiers at Fort Benning. The major commands report that the increased emphasis on the "open door" policy, along with the elimination of restrictive "scheduled hours" during the FY 71-72 test, have improved communication between the soldier and his commander. This action will be continued at Fort Benning. For additional information see Figure A-14, TAB A.

(3) RECOMMENDATION: This action should be continued at all Army installations.

ACTION: Section II, Item 27. Insure mandatory counseling at least once during each six-month period and when efficiency reports are rendered for junior leaders through grades O3 and E6.

a. IMPLEMENTATION: Action Agency: DPCA. This action was implemented by USAIC Supplement 1 to AR 623-105. Major commands further disseminated this action through policy letters, seminars and command/staff meetings.

b. REMARKS: Response from the major commands indicates a high regard for this item of the Benning Plan. It enhances career development and insures that junior leaders are aware of their promotional potential. This action will be continued at Fort Benning. For additional information see Figure A-30, TAB A.

c. RECOMMENDATION: This action should be implemented at all Army installations.

ACTION: Section II, Item 28. Eliminate requirements for OBV-2 officers to purchase Army Blue Uniform and the requirement for it to be worn at social functions. Permit the wear of the Army Green Uniform or civilian clothing as a substitute.

a. IMPLEMENTATION: Action Agency: DPCA. Department of the Army approved this action for testing purposes in December 1970. It was implemented by USAIC Circular 600-67.

b. REMARKS: Response from major commands indicated that this action received mixed reaction throughout the test period. The opinion of non-career oriented junior officers was favorable toward this action because it was a monetary saving on an item they might have the opportunity to wear only once or twice in two years. However, it was noted that some of the non-career ROTC junior officers had purchased the Army Blue Uniform in their senior year at school, and a few rented or borrowed a set of blues for the few occasions when one was required. The opinion of many commanders, on the other hand, disagrees with this policy as they feel that if a junior officer utilizes his initial uniform allowance judiciously, he will be able to purchase his uniforms and meet his social obligations without undue expenses if purchased through the QM and PX sources. The objective of the Army is to create a one category officer corps. The fact that OBV-2 officers do not buy the Army Blue Uniform immediately discriminate them at formal social functions as not being part of the "team." Normally, most organizations possess a dress code that has been influenced by its tradition and purpose of existence. This is especially true with the Army and the majority of officers accept and desire to be a part of this tradition. Based upon the test results it has been determined that this action does not enhance professionalism nor significantly increase service attractiveness. For additional information see figure A-20, TAB A.

c. RECOMMENDATION: This action is not recommended for Army-wide implementation.

ACTION: Section II, Item 29. Construct a new cocktail lounge on existing porch of FBOOM/Supper Club.

REMARKS: This action was not implemented due to the diminishing post population and a lack of non-appropriated funds.

ACTION: Section II, Item 30. Authorize construction of a service bar addition to FBOOM/Custer Terrace Annex.

REMARKS: This action was not implemented due to the diminishing post population and a lack of non-appropriated funds.

ACTION: Section II, Item 31. Insure that pressure is not put on military wives to join the wives' clubs, attend coffees, etc.

a. IMPLEMENTATION: Action Agency: DPCA. This action was incorporated into USAIC Circular 600-67 and emphasized in the ACS *Welcome Center* briefing for wives.

b. REMARKS: This action has promoted a better attitude toward the military among military wives, and in some cases enhances willing participation by wives in social functions. This action will be continued at Fort Benning. For additional information see figure A-73, TAB A.

c. RECOMMENDATION: This action should be implemented at other Army installations.

ACTION: Section II, Item 32. Continue to evaluate the improved PX facilities and services at Fort Benning to include the following:

a. Have the PX Main Complex remain open after duty hours at least one or two nights per week. Insure that hours of all facilities allow maximum usage during off-duty hours consistent with sound business practices.

(1) IMPLEMENTATION: Action Agency: DPCA. Beginning 7 January 1972, the Main Complex extended its operating hours on Thursday and payday until 2100 hours. Based on hourly sales and customer count which showed a dramatic drop in usage after 2000 hours, the extended hours were revised effective 25 May 1971. The main Complex except the music shop, fabric shop, mod shop, and uniform store now remains open until 2000 hours on Tuesday, Thursday, and payday.

(2) REMARKS: During the period from January 1971 to December 1971, total sales in the Main Complex averaged approximately $2500 per hour during extended hours which indicated wide-spread customer usage. However, since that time a customer count and sales analysis revealed that only a limited number of personnel are shopping in the Main Complex during the extended hours. This is most probably due to the significant decrease in military population at Fort Benning. This action will be continued at Fort Benning consistent with sound business practices and subject to further periodic evaluation based on customer usage.

(3) RECOMMENDATION: This action should be implemented at other Army installations as applicable.

b. Continue to emphasize the importance of customer relations to all PX employees.

(1) IMPLEMENTATION: Action Agency: DPCA. An intensive Customer Relations Program was developed on a continuing basis to train new PX employees and retrain present employees in the importance of courtesy and service to the customer. To augment this program,

several training aids such as booklets entitled, "Courtesy in Retail Stores", have been distributed to all PX employees.

(2) REMARKS: Command response indicated that a better working relationship has been created between employees and military personnel. Employees of PX facilities have become more courteous and helpful and customers have appreciated this treatment. Service has become quicker and more efficient with a mutual understanding and respect between employees and soldier customers. This action will be continued at Fort Benning.

(3) RECOMMENDATION: This action should be implemented at other Army installations.

c. Maintain the Fabric and Kiddie Shop.

(1) IMPLEMENTATION: Action Agency: DPCA. A PX Fabric and Kiddie Shop was opened across from the Main Commissary on 1 February 1971. An exception to AR 60-20 was granted which has enabled this CONUS facility to sell bolt fabrics. In addition, the Special Order Department was moved to this shop.

(2) REMARKS: Command response indicated a most favorable acceptance from military personnel and their dependents. This is evidenced by the fact that the sale of baby furniture has doubled, the business of the Special Order Department has tripled, the PX was forced to add 600 square feet of sales area to accommodate customers, and the shop has continued to average sales of $55,000 per month. This action will be continued at Fort Benning.

(3) RECOMMENDATION: This action should be implemented at other Army installations.

d. Maintain the Youth (Mod) Shop.

(1) IMPLEMENTATION: Action Agency: DPCA. This action was completed on 14 July 1971.

(2) REMARKS: The advantages of this facility are twofold. It provides a specialty shop in which teen/mod clothing and jewelry are featured.

In addition, it relieves the congestion in the Mens' and Ladies' department in the Main Retail Store. This facility provides a much needed service with special appeal to the young elements of our total customer mix. This action will be continued at Fort Benning.

(3) RECOMMENDATION: This action should be implemented at other Army installations.

e. Maintain priority check-out counters for military personnel in uniform.

(1) IMPLEMENTATION: Action Agency: DPCA. During January 1971, separate check-out counters for military personnel in uniform were established in the Main PX. It was found that, on weekends, very few customers shopped in uniform; consequently, the separate counter is provided only on weekdays.

(2) REMARKS: The commands favor this action in that it is something that caters to the soldier and enables him to shop quickly during lunch hour and have enough time to get back to duty. It has proven advantageous to military personnel. This action will be continued at Fort Benning.

(3) RECOMMENDATION: This action should be implemented at other Army installations.

f. For additional information see figures A-74 and A-75, TAB A.

ACTION: Section II, Item 33. Continue to review and develop Army Community Service (ACS) program and services to take better care of families and improve service attractiveness to Army wives. Actions being taken include:

a. Maintain a general orientation program for wives of military personnel to include briefing on characteristics of Army living and care taking resources available to Army families, activities and services available to Fort Benning and the Army Community Service Program.

(1) IMPLEMENTATION: Action Agency: DPCA. Prior to the opening of the Welcome Center members of the ACS Volunteer Corps provided orientations to wives on three topics: Characteristics of Army living, activities and services available at Fort Benning, and in the Welcome Center, which opened 19 May 1971. An information packet is distributed during the audio-visual orientation.

(2) REMARKS: Command response indicated a favorable reaction to this action. Through this action wives have been able to learn more about Army life and the Army community. They are able to develop a better understanding of the military system and assist their husbands in their career pursuits. During the period 1 July 1971 - 30 June 1972, orientations have been given to 2,462 wives. This action will be continued at Fort Benning.

(3) RECOMMENDATION: This action should be implemented at other Army installations.

b. Insure that the Fort Benning Activities and Service Directory and Welcome Packet is distributed to all incoming personnel.

(1) *IMPLEMENTATION: Action Agency:* DPCA. USAIC Pamphlet 608-1, Fort Benning Activities and Service Directory, was published and made available on 24 March 1971. This pamphlet is distributed in ACS welcome packets.

(2) REMARKS: Command response indicated the information packet has had a highly favorable effect on incoming personnel. During the period 1 July 1971 - 30 June 1972 over 20,000 packets and pamphlets have been distributed to newcomers and military units on post. These pamphlets provide newcomers to Fort Benning with detailed information of the post and surrounding communities. The packets have proven beneficial in adapting newcomers to Fort Benning and assisting new families with their adjustment to Army life. This action will be continued at Fort Benning.

(3) RECOMMENDATION: This action should be implemented at other Army installations as the situation warrants.

c. Continue to assist dependents of military personnel who remain in this area when sponsors are on unaccompanied tours.

(1) IMPLEMENTATION: Action Agency: DPCA. Upon processing through the POR Board, each soldier is given a card to complete for his family if they are remaining in the Fort Benning area. ACS develops a mailing list from data provided by these cards. Military dependents on this list receive the ACS Newsletter which provides information on services, changes in operating hours of post facilities, etc., as well as other pertinent publications. This list is also provided to the Chaplains' Division.

(2) REMARKS: This program has been a most effective means of keeping unaccompanied families in touch with the military installation in their area. As of 30 June 1972, 720 unaccompanied dependents are registered, (this includes 89 Gold Star Wives). This action will be continued at Fort Benning.

(3) RECOMMENDATION: This action should be implemented at other Army installations.

d. Maintain an ACS Employment Service for Army families who seek to upgrade their socio-economic status through self-help.

(1) IMPLEMENTATION: Action Agency: DPCA. Army Community Service maintains an employment service for dependents and military personnel, with the approval of their commander, who have a current and continuing financial problem. ACS contacts civilian employers to locate jobs for both skilled and, particularly, unskilled workers. This service works cooperatively with AER and ACS financial home management.

(2) REMARKS: This program has successfully provided additional income and eliminated many financial problems for young military personnel and families. As of 30 June 1972, 345 personnel (active duty 124, active duty dependents 201, retired 6, other 14) have utilized this program. Four hundred sixty-one employment actions have been carried out in their behalf. This action will be continued at Fort Benning.

(3) RECOMMENDATION: This action should be implemented at other Army installations.

e. Continue the Big Brother Program for military boys whose fathers are not living at home.

(1) IMPLEMENTATION: Action Agency: DPCA. Under the supervision of Army Community Services, this program provides young boys whose fathers are overseas or otherwise not with the family with guidance and periodic companionship of a man or Big Brother. Little Brothers and Big Brothers are selected and monitored by ACS personnel.

(2) REMARKS: This program provides invaluable adult male companionship and guidance to male dependents, age 6-14, whose fathers are absent from home. It has been an effective preventive program against run-aways, juvenile deliquency, etc. As of 30 June 1972, there were 37 Big Brothers and 35 Little Brothers active in the program. This action will be continued at Fort Benning.

(3) RECOMMENDATION: This action should be implemented at other Army installations.

f. Continue the Financial Management Assistance Program for military personnel and their families.

(1) IMPLEMENTATION: Action Agency: DPCA. This program is administered by Army Community Services to assist company commanders who have personnel in serious financial debt. ACS personnel establish a monthly budget with the individual. The remainder of his pay is used for payment of debts. Creditors are contacted and frequently make exceptions to policy, such as not repossessing items, due to the individual's participation in the Financial Management Assistance Program.

(2) REMARKS: This program has been most effective in providing financial assistance to personnel and families with serious indebtedness and financial mismanagement problems. As of 30 June 1972, 56 individuals were in the program: Active duty personnel 45, active duty dependents 9, retired 2. This action will be continued at Fort Benning.

(3) RECOMMENDATION: This action should be implemented at other Army installations.

g. Conduct Neighborhood Outreach Programs to Army Families who live off-post.

(1) IMPLEMENTATION: Action Agency: DPCA. A pilot Neighborhood Outreach Program was being conducted by ACS in Baker Village, the largest concentration of military families, particularly in the lower enlisted grades, in the Columbus area.

(2) REMARKS: In cooperation with the management the following actions were accomplished: ACS service booths were set up in the rental office immediately following military pay periods; a community survey of residents was conducted to identify service needs; a corps of 20 resident volunteers was established; a neighborhood newsletter was printed and distributed twice monthly; action was begun to establish a Neighborhood Improvement Council; and two apartments were offered by the Columbus Housing Authority to be converted into a Baker Village nursery-child care center. This program was effective in organizing community residents to take action to improve the living conditions within their community. This pilot program was terminated 17 January 1972 before completion because of the ETS of ACS personnel, early REFRAD military personnel whose wives were Baker Village Volunteers, and PCS assignments of Baker Village residents involved in the porject. Based on the results of this pilot program at Baker Village, this action will be continued as soon as the personnel posture at Fort Benning stabilizes.

h. Provide appropriate ACS emergency services 24 hours a day.

(1) IMPLEMENTATION: Action Agency: DPCA. Twenty-four hour emergency services are provided primarily from the Welcome Center 545-HELP telephone line, which was established as part of the overall Welcome Center Program. ACS personnel are also on call 24 hours a day, seven days a week.

(2) REMARKS: Through this service ACS is able to respond to emergencies such as transportation, food needs and financial problems experienced by military personnel and families. During the period 1 July 1971 - 30 June 1972, 265 requests for emergency services have been answered. This action will be continued at Fort Benning.

(3) RECOMMENDATION: This action should be implemented at other Army installations.

i. For additional information see figures A-22, A-76 and A-77 TAB A.

ACTION: Section II, Item 34. Establish a more viable program of communications between civilian and military police.

a. IMPLEMENTATION: Action Agency: DPCA. A military police station is operated 24 hours a day at the local Columbus Police Department. From time to time, military police work with their counterparts in Columbus. CID agents and MP investigators conduct frequent liaison with both the Columbus Police Department and the Phenix City Police Department. The Provost Marshal is president of two local police associations which meet monthly for the purpose of communicating information of mutual and general interest. The military police maintain close liaison with all state and federal law enforcement agencies.

b. REMARKS: This action has enhanced professionalism in both civilian and military law enforcement offices. It increases efficiency of operations while developing an understanding between both parties. It continues to open up an exchange of ideas between Fort Benning military police and local law enforcement agencies. This action will be continued at Fort Benning.

c. RECOMMENDATION: This action should be implemented at other Army installations.

ACTION: Section II, Item 35. Schedule Post athletic teams to play against local amateur civilian teams.

a. IMPLEMENTATION: Action Agency: DPCA. Exhibition basketball games are scheduled between post teams, amateur civilian teams and Columbus College by USAIC Special Services. Past experience has shown that competition between post level teams and civilian teams in most sports was unequal due to the background and experience in sports of the individual military team members. Now members selected are among the highest caliber of athletes assigned to the installation, many of whom have had high school or college experience. This program was implemented by the Sports Branch Special Services Division, contracting the Columbus, Georgia City Recreation Department for source of teams to compete against military teams.

b. REMARKS: Command response is favorable toward this action and it is felt that continuation of this program will greatly assist in improving the image of the military among the younger generation within the community and provide an excellent source of recreation for both military as well as the civilian public. This action will be continued at Fort Benning. For additional information see Figure A-9, TAB A .

c. RECOMMENDATION: This action should be implemented at other Army installations as the situation warrants.

ACTION: Section II, Item 36. Allow soldiers to take refreshments into all areas of the service clubs.

a. IMPLEMENTATION: Action Agency: DPCA. Implementation consisted of removing signs within service clubs that prohibited consumption of food and drink in all areas except the game rooms.

b. REMARKS: Experience has shown that this action has improved the overall morale of the individual soldier who patronizes the service clubs at Fort Benning; however, experience has also shown that it is necessary to place restrictions on a few areas in the service clubs that particularly lend themselves to damage from spilled beverages and foods, i.e., game rooms and music rooms. This action will be continued at Fort Benning with modification to include the restriction to the above mentioned areas. For additional information see figure A-33, TAB A.

c. RECOMMENDATION: This action should be implemented at other Army installations as appropriate.

ACTION: Section II, Item 37. Emphasize that all career soldiers must seek greater personal involvement in reenlistment and insure that all NCOs not just career counselors, are actively engaged in reenlistment.

a. IMPLEMENTATION: Action Agency: DPCA. This action was initiated by DA message dated 14 December 1970, and disseminated in command/staff meetings, through directives and policy letters.

b. REMARKS: The command feels this action has resulted in a higher reenlistment rate; that soldiers are influenced by those they meet through daily contact and personal relationship. The soldier has shown that he does not like the hard-sell approach of career counselors, but tends to be more receptive to his squad leaders, etc. This action has always been and will continue to be an added responsibility of all NCOs in the United States Army, to encourage individuals to join the Army and qualified personnel to make the Army a career. This action will be continued at Fort Benning. For additional information see figure A-78, TAB A.

c. RECOMMENDATION: This action should be implemented at other Army installations.

ACTION: Section II, Item 38. The maximum number of military personnel will be given a half day off on payday to attend to personal affairs. Concurrently, with the implementation of this action, post facilities such as the PX, Commissary, bank, laundry, etc., should be required to remain open for extended periods.

a. IMPLEMENTATION: Action Agency: DPCA. This action was implemented by USAIC Circular 600-67 and information placed on bulletin boards throughout the major commands. With the introduction of the JUMPS pay system, it was necessary to publish a DB notice which restricted the half day off granted under this authority to the last payday of the month.

b. REMARKS: The reaction of all commands on this installation has been highly favorable to this action. It affords soldiers an opportunity to conduct off-post business while most offices are still open. However, the current personnel situation and mission related tasks are reaching a level where credibility of this action could soon be undermined. This action will be continued at Fort Benning. For additional information see figure A-28, TAB A.

c. RECOMMENDATION: This action should be implemented at other Army installations.

ACTION: Section II, Item 39. Continue to improve post information programs and initiate new channels to insure that the maximum number of personnel receive up-to-date, factual information on all facets of military life to include:

a. Maintain and publicize the post telephone service "dial info."

(1) IMPLEMENTATION: Action Agency: DPCA. "Dial info" was established in early CY 71. It operates during normal duty hours and is manned by an NCO within the AG division.

(2) REMARKS: This program has been highly successful, averaging approximately 15 calls per day. Request for information ranges from requests for statistics to personnel problems. For additional information see figure A-79, TAB A. This action will be continued at Fort Benning.

(3) RECOMMENDATION: This action should be implemented at other Army installations.

b. *Continue the weekly "action line" column in the BAYONET.*

(1) IMPLEMENTATION: Action Agency: IO. A minimum of one story each week appeared in the BAYONET on some facet of MVA. A weekly feature, "VOLAR Box," highlighted the MVA action of the week which affected the soldiers' well-being.

(2) REMARKS: "Byline BAYONET" is being continued as part of the editorial content of the civilian enterprise newspaper. However, due to the lack of significant questions from the post population and the Army program to modernize newspapers by dealing with more controversial subjects, the column is now devoted to editorials on items of current interest or importance; letters to the editor dealing with current interest items are also published periodically. In addition, a new column entitled "SOUND OFF" is being used in the BAYONET to project soldier questions and answers. For additional information see figure A-80, TAB A.

c. *Utilize command information fact sheets and comprehensive* "how to do it" pamphlets to provide detailed information on personnel policies, pay and benefits to all military personnel on a regular basis.

(1) IMPLEMENTATION: Action Agency: IO. Six fact sheets, dealing with subjects ranging from Modern Volunteer Army actions to drug abuse, have been published since 1 July 1971. In addition, the BAYONET has published comprehensive articles dealing with new personnel policies, pay raises and other items of interest and importance.

(2) REMARKS: The articles and fact sheets have been very valuable as a tool to commanders in keeping their soldiers informed. This action will be continued at Fort Benning. For additional information see figure A-80, TAB A.

(3) RECOMMENDATION: This action should be impelmented at other Army installations.

d. Continue to instill MVA concepts in officers and NCOs.

(1) IMPLEMENTATION: Action Agency: IO. The information office continued to release articles dealing with MVA subjects. The emphasis in these articles has recently been shifted to professionalism and the leader's all important role in developing a more professional attitude among all soldiers.

(2) REMARKS: Together with classes being taught on MVA concepts at Fort Benning, this action is expected to make major contribution toward improving professionalism. This action will be continued at Fort Benning. For additional information see figure A-92, TAB A.

(3) RECOMMENDATION: This action should be implemented at other Army installations.

ACTION: Section II, Item 40. Utilize command newspaper and local TV for increased coverage of the accomplishments of lower ranking soldiers.

a. IMPLEMENTATION: Action Agency: IO. In implementation, emphasis was placed on the BAYONET as the chief source of factual information about the lower ranking soldier. The civilian controlled news media were invited to cover stories that had the lower ranking soldiers as the central figure. A paragraph was added to USAIC Supplement 1 to AR 360-81 which covered command information activities at Fort Benning.

b. REMARKS: This action continues to be highly favorable in all commands. It has increased individual motivation, while indicating to the soldier that the Army is interested in him. Soldiers enjoy reading about other soldiers and the fact that they have in the past, has improved morale in all commands. This action will be continued at Fort Benning. For additional information see Figure A-93 , TAB A .

c. RECOMMENDATION: This action should be implemented at other Army installations.

ACTION: Section II, Item 41. Continue to review and revise local training directives and practices to insure that desired levels of training are obtained with minimum of repetition and the maximum use of concurrent training. In conjunction, seek new ways to make training more interesting and challenging to the individual wherever possible.

a. IMPLEMENTATION: Action Agency: DPT. This action was implemented by a revision of USAIC Regulation 350-1, Training Directive and Standing Operating Procedure, which was distributed in February 1972. This regulation is in line with the new Army Training Policy which eliminated annual mandatory training requirements and decentralized training responsibility to the battalion and company levels. On 31 January 1972 the Commanding General announced his Principal Objectives and Key Programs for the US Army Infantry Center for Calendar Year 1972 which included dynamic and adventure training and programs to improve professionalism.

b. REMARKS: This action has a favorable response from commanders in that it has provided them with more prime training time to accomplish mission related training and reduced the administrative load of record keeping. Several educational/training programs directed by this and higher headquarters are in effect and more are scheduled when troop strength and external commitments permit. These programs are expected to improve officers and NCOs in their leadership and management abilities, resulting in better overall training programs. Some units have benefited from innovations from the Combat Arms Training Board particularly in the area of interesting individual training. This item will be continued at Fort Benning. For additional information see Figure A-81, TAB A.

c. RECOMMENDATION: This item should be implemented at all other Army installations.

ACTION: Section II, Item 42. Review and revise unit inspection policies to make all inspections more helpful and less harassing. Actions being taken include:

a. Eliminate SOPs which require uniformity in the organization of soldiers' living areas or storage of their clothing and personal equipment.

(1) IMPLEMENTATION: Action Agency: DPT. This action was implemented by discontinuing the requirement for uniformity in the organization of soldiers' living areas and personal equipment.

(2) REMARKS: The major commands are favorable toward this action. Barracks continue to be inspected, but limited to the determination that soldiers' living areas and personal equipment are clean, neat and serviceable. It has eliminated a needless, time-consuming activity of an average soldier's day. This action will be continued at Fort Benning. For additional information see Figure A-82, TAB A.

(3) RECOMMENDATION: This action should be implemented at other Army installations.

b. Do not conduct inspections during weekends or holidays or on the day immediately following a weekend or holiday.

(1) IMPLEMENTATION: Action Agency: DPT. This action was implemented through command/staff meetings, directives and Change 2 to USAIC Circular 20-2.

(2) REMARKS: The major commands indicate that this item has received a highly favorable response. Soldiers do not have to stand or prepare for inspections on weekends or holidays; this has helped make the five-day work week meaningful at the unit level. Most soldiers have shown a willingness to keep their living areas clean without having to resort to weekend inspections when they receive proper guidance and supervision from unit officers and NCOs. This action will be continued at Fort Benning.

(3) RECOMMENDATION: This action should be implemented at other Army installations.

c. When subordinate units are preparing for the AGI, replace formal scheduled "pre-inspections" with informal working inspections and staff courtesy visits.

(1) IMPLEMENTATION: Action Agency: DPT. This action was implemented on 1 January 1971, by discontinuing USAIC Staff Pre-AGI Inspections.

(2) REMARKS: No USAIC Staff Pre-AGI Inspections are being conducted. Instead, staff courtesy visits are conducted when requested to assist subordinate units in preparing for AGI. This action will be continued at Fort Benning. For further information, see Figure A-82, TAB A.

(3) RECOMMENDATION: This action should be implemented at other Army installations.

ACTION: Section II, Item 43. Continue to improve unit mess halls to include as a minimum:

a. Maintain meal hours on weekends and holidays that offer soldiers the maximum flexibility in their eating schedule.

(1) IMPLEMENTATION: Action Agency: DIO. This action was implemented in the major commands by adjusting meal hours on weekends and holidays.

(2) REMARKS: Response from the major commands indicate this action to be highly favored by all soldiers. It displays visible concern for the welfare of all the troops. Soldiers can now enjoy their leisure time and not have to plan it around meal hours. This action will be continued at Fort Benning. For additional information see figures A-34, and A-35, TAB A.

(3) RECOMMENDATION: This action should be implemented at other Army installations as the situation warrants.

b. Offer a short order menu as an alternate at the noon meal.

(1) IMPLEMENTATION: Action Agency: DIO. This action was implemented by offering either a lunch meal or a selection of short orders (hamburgers, cheeseburgers, sandwiches and french fries, if desired).

(2) REMARKS: Response from the major commands indicate this action to be a popular item in the Benning Plan. It displays a visible concern for the welfare of the troops. The mess personnel of the Fort Benning Food Service Office note that the workload of mess personnel has increased over 50 percent during the last few years. The number of meat, vegetable, starch, salad and dessert items has doubled and as a result of the MVA program, specifically the short order meal, the workload has increased even more. This action continues to place a burden on mess personnel. This action will be continued at Fort Benning. For additional information see figures A-34, and A-35, TAB A.

(3) RECOMMENDATION: This action should be implemented at other Army installations.

c. Expand the master menu to provide greater variety of food as dictated by soldiers preference (as feasible).

(1) IMPLEMENTATION: Action Agency: DIO. This action was implemented by utilizing the Master Menu SB 10-260, published by the Army Subsistence Center.

(2) REMARKS: This item has been most favorably received, an increase in the percentage of personnel eating in unit mess halls has been noted. This action will be continued at Fort Benning. For additional information see figures A-34, and A-35, TAB A.

(3) RECOMMENDATION: This action should be continued at all Army installations.

ACTION: Section II, Item 44. Grant permission on an individual basis for soldiers to purchase small items of furniture and decorate individual area in good taste.

a. Action Agency: DIO. The authority to implement this action was published in USAIC Circular 600-67, through command/staff meetings, directives and policy statements.

b. This action continues to be favorably received by all commands at this installation. It has given the soldier an opportunity for individual identification, boosted morale, and done away with another unattractive feature of military life. This action will be continued at Fort Benning. For additional information see figure A-16.

c. RECOMMENDATION: This action should be implemented at other Army installations.

ACTION: Section II, Item 45. Permit use of guest house facilities by invited guest of servicemen, as space permits.

a. IMPLEMENTATION: Action Agency: DIO. This action was implemented by DB notice beginning 4 December 1970. AR 210-2 was applied to determine priorities.

b. REMARKS: The major commands report that this action was well received. However, since only one on-post guest house with very limited facilities is available less than 20 invited guest of servicemen were able to use the guest house during the period 1 July 1971 - 30 June 1972. Futhermore, this category of guest is more apt to create undesirable problems of human behavior in a facility utilized by families with children. This action will not be continued at Fort Benning. For additional information see figure A-40, TAB A.

ACTION: Section II, Item 46. Develop the installation Maintenance Assistance and Inspection Team (MAIT) program to maintain units and material at a high state of readiness.

a. IMPLEMENTATION: Action Agency: DIO. The installation Maintenance Assistance and Inspection Team (MAIT) has been officially operating since 1 October 1971. USAIC Regulation 750-46 outlines specific requirements of units/activities requesting assistance and type visits conducted.

b. REMARKS: The MAIT concept continues to be well received by all major commands. The indicators have shown and continue to show no increase in deadline status of equipment. This action will be continued at Fort Benning. For additional information see figure A-83, TAB A.

c. RECOMMENDATION: This action should be continued as a permanent DA policy.

ACTION: Section II, Item 47. Insure that an equitable work schedule is maintained in motor pools for military and civilian personnel.

a. IMPLEMENTATION: Action Agency: DIO. Thirty-seven civilian drivers were employed in order to implement an equitable work schedule in the motor pool. (See funded Item 23-OMA for additional comments).

b. REMARKS: This action resulted in a five-day work week for most drivers, who were previously working seven days per week. The five-day work week has improved morale and resulted in a more conscientious effort toward mission accomplishment, and has increased the overall efficiency of operations. This action will be continued at Fort Benning consistent with availability of funds and manpower spaces.

c. RECOMMENDATION: This action should be implemented at other Army installations as appropriate.

ACTION: Section II, Item 48. Allow personnel to pick up their paychecks in the company area any time during the day on payday (or pay by mail to those who desire).

a. IMPLEMENTATION: Action Agency: Comptroller. This action was implemented by USAIC Circular 600-67, directives and policy letters.

b. REMARKS: The major commands indicated that this action was very favorably accepted. It has allowed the individual to make more efficient use of his time on payday. Long pay lines are eliminated, and it has eliminated an unattractive feature of military life. This action will be continued at Fort Benning. For additional information see figure A-28, TAB A.

c. RECOMMENDATION: This action should be implemented at all Army installations.

ACTION: Section II, Item 49. Do not require officers to sign statements certifying an action has been completed (as feasible where ARs permits).

a. IMPLEMENTATION: Action Agency: Comptroller. This action was implemented by Change 2 to USAIC Circular 600-67.

b. REMARKS: This action has enhanced professionalism within the officer corps and eliminated much of the paperwork that normally piles up at the company level. Major commands continue to favor this action, in that it has placed the acceptance of responsibility upon individuals, and trust back in the officer corps. Certificates or statements should not be requested or rendered unless specified by regulations. This action will be continued at Fort Benning. For additional information see figure A-84, TAB A.

c. RECOMMENDATION: This action should be implemented at other Army installations in accordance with Standard Policies.

ACTION: Section II, Item 50. Provide command supervision during payday to insure timely correction of any pay inaccuracies.

a. IMPLEMENTATION: Action Agency: Comptroller. Dissemination of this action included USAIC Circular 600-67, command/staff meetings and directives. Actions completed to effect implementation included coordination with all troop units and the establishment of procedures within Finance and Accounting to insure success.

b. REMARKS: Subsequent to implementation of this innovation the "JUMPS" system caused an increase in complaints; however, a leveling off is being experienced at this installation. This action has enhanced morale among individual soldiers because it displays the Army's "we care" attitude. The soldier appreciates the concern shown for his personal welfare. This action will be continued at Fort Benning. For additional information see figure A-28, TAB A.

c. RECOMMENDATION: This action should be implemented at other Army installations.

ACTION: Section II, Item 51. Permit sponsors to take more than one dependent on hunting trips at Fort Benning.

a. IMPLEMENTATION: Action Agency: DFAE. This action was implemented by the Natural Resources Management Board considering recommendations on this item and deciding that individuals who desire to take more than one dependent on hunting trips may apply for exception to the USAIC Regulation through the Chief of Staff in writing. Each application is considered on a case by case basis. Permission, when granted is valid for the rest of the sponsor's tour at Fort Benning.

b. REMARKS: Although this action affects only a limited number of personnel, it has received favorable response. This action will be continued at Fort Benning consistent with sound safety practices.

c. RECOMMENDATION: This action should be implemented at other Army installations only as the particular situations encountered warrants.

ACTION: Section II, Item 52. Continue to evaluate the Annual General Inspection and modify it as necessary in order to make it more helpful and realistic and to minimize harassment of commanders and soldiers to include the following as a minimum:

a. Insure that the AGI continues to be a "working type" inspection with a minimum of interruption of normal duties.

(1) IMPLEMENTATION: Action Agency: IG. This action was implemented by conducting working-type inspections with a minimum of interruption of normal duties.

(2) REMARKS: The Annual General Inspection schedule and the conduct of these inspections permitted commanders at all levels to adequately prepare for inspections without working personnel on weekends, holidays and during other off-duty periods. This action eliminated the need for commanders to interrupt their normal daily operations. They received an honest appraisal of their unit in a relatively short period of time. This action will be continued at Fort Benning.

(3) RECOMMENDATION: This action should be implemented at other Army installations.

b. Eliminate inspections of troops in ranks as part of the AGI.

(1) IMPLEMENTATION: Action Agency: IG. There were no inspections in ranks conducted or scheduled.

(2) REMARKS: Major command response has exhibited a favorable attitude to this action. Personnel have appreciated the convenience of not having to stand inspections in ranks.

(3) RECOMMENDATION: This action should be implemented at other Army installations.

c. Eliminate personnel equipment layouts except for TA-50 and insure that the sole requirement for arrangement of soldiers' living areas and storage of personal clothing and/or possessions is that they be neat and orderly.

(1) IMPLEMENTATION: Action Agency: IG. Personal equipment layouts were eliminated to include TA-50 equipment.

(2) REMARKS: Inspection of barracks has been limited to the determination that soldiers' living quarters and personal equipment were clean, neat and comfortable. The requirement for off post personnel to display equipment was eliminated. This action will be continued at Fort Benning.

(3) RECOMMENDATION: This action should be implemented at other Army installations.

d. Furnish assistance to units via courtesy visits at their request.

(1) IMPLEMENTATION: Action Agency: IG. This action was implemented by conducting courtesy visits to all units as requested.

(2) REMARKS: This action is favorably received by all major commands. This action will be continued at Fort Benning.

(3) RECOMMENDATION: This action should be implemented at other Army installations.

e. Publish a quarterly IG information letter to commanders and staff which indicates common deficiencies found during recent inspections and highlights complaints that the IG fees were significant during the previous quarter.

(1) IMPLEMENTATION: Action Agency: IG. A quarterly Inspector General information letter to major commanders and selected staff officers was published. This letter depicted complaints and requests for assistance that were of interest to all commanders and indicated common deficiencies found during recent inspections and courtesy visits.

(2) REMARKS: This action provides commanders with information to identify potential problems within their unit before they surface. This action will be continued at Fort Benning.

(3) RECOMMENDATION: This action should be implemented at other Army installations.

f. For additional information see figures A-52 and A-53, TAB A.

ACTION: Section II, Item 53. Continue to emphasize to commanders that individuals should not be discriminated against for visiting the IG.

a. IMPLEMENTATION: Action Agency: IG. This action was implemented by USAIC Reg 20-1. It is also publicized in the quarterly Inspector General letter, periodically in the USAIC Daily Bulletin, and is a matter of continuing interest during the conduct of Annual General Inspections. In this regard, each commander inspected is queried as to his policy for personnel wanting to visit the Inspector General. There has been no indication that persons have been discriminated against for visiting the Inspector General.

b. REMARKS: Response from major commands and the results of opinion questionnaires administered during the period November 1970 through June 1972, indicated that the soldier appreciates this ability to deal direct with the IG without the threat of future redress or discriminatory action by an individual's chain of command. As a result of this, there continued to be some increase in the number of complaintants visiting the Inspector General. This action will be continued at Fort Benning. For additional information see figure A-17, TAB A.

ACTION: Section II, Item 54. Expand services offered by the Legal Assistance Officer.

(1) IMPLEMENTATION: Action Agency: SJA. More complete service in immigration, naturalization and some other areas is now offered and information about legal assistance was disseminated through the Daily Bulletin and the BAYONET as well as in lectures.

(2) REMARKS: Immigration and naturalization cases rose from an average of 450 to 800 per month during the first six months of the test period. Since 1 July 1971, the number of actions have averaged 711 per month. The major commands report that this action has been very highly received. This action will continue at Fort Benning. For additional information see figure A-37, TAB A.

(3) RECOMMENDATION: This action should be implemented at other Army installations.

ACTION: Section II, Item 55. Insure that all assigned officers and NCOs receive the block of instruction on enlightened leadership.

a. IMPLEMENTATION: Action Agency: USAIC. A seven-hour block of instruction was developed and presented to post personnel for the first time on 3 February 1971. Presentations continued at the rate of three per week until all post personnel E5 and above had received it, and continued after that on an as required basis. USAIC Circular 350-15 which outlines requirements and assigns responsibilities for the Enlightened Leadership Course, was published on 15 March 1971. The title is now "Leadership for Professionals"; the basic circular still applies.

b. REMARKS: As of the end of the test period approximately 7,000 individuals have attended this instruction. Interviews with many of those who have attended indicate, along with reports from major commands, that this action enhances professionalism and improves leadership styles and techniques. This action will be continued at Fort Benning.

c. RECOMMENDATION: This action should be implemented at other Army installations.

ACTION: Section II, Item 56. Put "service" into medical service for military personnel and their dependents. Seek new ways to make medical service more responsive to the needs of the patient to include the following:

a. Continue to develop and refine the "We Care" program Reemphasize the importance of "customer relations" to those personnel who must deal with patients.

(1) IMPLEMENTATION: Action Agency: MEDDAC. The "We Care" program was implemented by meeting with physicians at Martin Army Hospital (MAH). These talks were an effort to apprise them of the fact that they were, indeed, leaders of the medical treatment team at the hospital, annexes and troop clinics and it was their attitudes which largely determined the attitude of the nurses, the soldiers and the civilian personnel who supported them. A recurring program on the interpersonal relations was established by the nursing service of MAH. This program is directed toward the soldiers and civilians whose job it is to see the patient when he or she first appears in the out-patient clinic. These lectures on interpersonal relations continue to foster changing attitudes toward the patient as a person.

(2) REMARKS: Command responses indicated that this action has improved the relationship between medical personnel and the patients. This action has also shown military personnel and their dependents that the Medical Activities are concerned with the goal of having its personnel treat a patient as not just another case but instead as an individual. In addition, service has become quicker and more efficient. This action will be continued at Fort Benning.

(3) RECOMMENDATION: This action should be implemented at other Army installations.

b. Continue the present open sick call policy at some Troop Medical Clinics. Expand this program as feasible.

(1) IMPLEMENTATION: Action Agency: MEDDAC. This action was implemented by having physicians available at troop medical clinics #2 and #3 during the afternoon, to see all personnel who need to see a doctor.

(2) REMARKS: A favorable response from commands has been noted. The "open sick call" or a "come when you are sick" policy allows the soldier to report to the clinic when he feels ill rather than a predesignated time. Also, all soldiers E6 through E9, warrant officers, and officers are allowed to make appointments at these clinics during the afternoon hours. This action will be continued at Fort Benning.

(3) RECOMMENDATION: This action should be implemented at other Army installations.

c. Maintain an adequate number of telephones at the MEDDAC appointment desk.

(1) IMPLEMENTATION: Action Agency: MEDDAC. Six telephone lines and a rotary system where the individual can call one number and check all six lines for an opening are installed at MEDDAC appointment desks. By calling the first number in the numerical series, all lines of the series will be checked automatically until an open line is found or it is determined that all lines are busy, then the individual will receive the busy signal.

(2) REMARKS: This action has eliminated much of the difficulty encountered in the past in reaching MEDDAC appointment desks. Since 1 July 1971 the desk is processing an average of 1,150 calls per day and complaints about delays have become infrequent. This action will be continued at Fort Benning consistent with availability of funds and manpower spaces.

(3) RECOMMENDATION: This action should be implemented at other Army installations.

d. Continue to institute new programs within the Pharmacy Division such as allowing military personnel to obtain nonprescription medication for minor illness without seeing a doctor, and 24-hour pharmacy service.

(1) IMPLEMENTATION: Action Agency: MEDDAC. The Pharmacy Division is operating 24 hours a day and allows military personnel to obtain certain medication for minor illnesses without seeing a doctor.

(2) REMARKS: Response from major commands indicates that this action is well liked by military personnel because it makes it possible for military personnel to obtain certain medications without having to see a doctor or obtain a prescription. Although this program is successful, the Pharmacy Division may have to curtail the 24-hour service due to a shortage of pharmacists. This action will be continued at Fort Benning consistent with availability of qualified personnel.

(3) RECOMMENDATION: This action should be implemented at other Army installations.

e. Continue to allow patients to request appointments for specific doctors (as feasible).

(1) IMPLEMENTATION: This program has changed somewhat from the original concept as a result of a more improved system established on 1 May 1972 under the Family Ambulatory Care System (FACS). This program has been established to provide more personalized care to the soldier and his family. Under this program, all servicemen and their dependents, age 13 and over, who are authorized medical care at Martin Army Hospital, are assigned to a group of physicians, and each family is assigned to one physician in that group. To further support the FACS program, MEDDAC initiated the Nurse Clinician Ambulatory Care Training Program. This program provides specially trained nurses to be employed to relieve the doctor of routine functions, whereby the doctor can spend more valuable time treating the patient. Another program just underway is the Family Practice Residency Program. Through means of making application, certain families in the Fort Benning community will be chosen to participate in this program depending on their length of stay at Fort Benning. The physicians assigned to this program will be assigned to certain families for which they will provide the medical care for the entire family and referring them to specialty clinics only when necessary. The tremendous advantage to this program is that the physician will be oriented to the whole family and be able to follow the family's medical diagnosis and treatment throughout the family's tour at Fort Benning. This patient family oriented system of medical care should provide more continuity in the physician's diagnosis and treatment of the patient.

(2) REMARKS: This program has met with enthusiastic reception. It is still too early to ascertain its full effect on the attitude of the population served. This action will be continued at Fort Benning.

(3) RECOMMENDATION: This action should be implemented at other Army installations.

f. Insure that the outpatient waiting areas at Martin Army Hospital and the Annex are continuously checked by professional personnel to insure that patients are seen with the minimum amount of waiting time.

(1) IMPLEMENTATION: Action agency: MEDDAC. Personnel are assigned at MAH to make checks of waiting areas to insure patients are seen without excessive waiting time.

(2) REMARKS: Personnel have responded most favorably to this action as they no longer must sit and wait for long periods of time at a medical facility. This action has shown military personnel that medical service is improving and that the Army is concerned with the quality of care being given to servicemen and their families. It has boosted morale. This action will be continued at Fort Benning.

(3) RECOMMENDATION: This action should be implemented at other Army installations.

g. Retain extended visiting hours at the main hospital.

(1) IMPLEMENTATION: Action Agency: MEDDAC. This action was implemented by continuing visitng hours from 1000-2000 hours for most wards.

(2) REMARKS: The present visiting hour schedule allows dependents and military personnel who could not otherwise visit relatives or friends due to their jobs or other commitments an added opportunity to visit them. This action continues to have a most favorable response from all parties. This action will be continued at Fort Benning.

(3) RECOMMENDATION: This action should be implemented at other Army installations.

h. Continue programs and policies such as the Outpatient News Bulletin and a question-and-answer column in the BAYONET to facilitate the mutual exchange of information and help keep the military community abreast of changes in the medical services.

(1) IMPLEMENTATION: Action Agency: MEDDAC. This action was implemented by publishing the Out-Patient News Bulletin and the question-and-answer column in the BAYONET.

(2) REMARKS: This action continues to have a favorable response from all parties. It has kept the military community abreast of changes in the medical services. This action will be continued at Fort Benning.

(3) RECOMMENDATION: This action should be implemented at other Army installations.

i. For additional information see figures A-38 and A-86, TAB A.

ACTION: Section II, Item 57. Provide information to personnel pertaining to all MAC flights leaving Fort Benning and nearby Army and Air Force bases (telephone service).

a. IMPLEMENTATION: Action Agency: AVN Comd. Continued publicity of this item has increased its usage. This action has been disseminated in Daily Bulletins, unit VOLAR news bulletins on bulletin boards, and verbally at company level. Space available passengers service is available either by phone or personal visits to Flight Operations, Building 2485, Lawson Army Airfield. AUTOVON numbers are provided to nearby Army and Air Force bases on request.

b. REMARKS: Major commands continue to favor this action. This provides the individual soldier with improved information and provides new services to some who in the past had no knowledge of these flights. It reduces the soldiers' travel expenses and displays to the individual the Army's concern for him throughout his time in service. This action will be continued at Fort Benning. For additional information see figure A-39, TAB A.

c. RECOMMENDATION: This action should be implemented at other Army installations.

ACTION: Section II, Item 58. Insure that support troops are not moved into the field too far ahead of time during training problems and insure that these troops are informed as to the nature of the training.

a. IMPLEMENTATION: Action Agencies: USAIS, 197th Infantry Brigade. This action was implemented through coordination with USAIS. It was found that prior to the test period support troops were required to be at the training site well in advance of the class they were supporting. Soldiers supporting various problems are briefed concerning the problems they are supporting and made familiar with the learning points the instructor is interested in conveying to the students.

b. REMARKS: The overall value of this action has been evident in the quality of the support rendered. The instructor ratings of the support troops has steadily risen during the test period. Cooperation by USAIS in proper scheduling of support commitments has resulted in the increased ability of the Brigade to provide better support in a more timely manner. This action will be continued at Fort Benning. For additional information see figure A-44, TAB A.

c. RECOMMENDATION: This action should be implemented at other Army installations as necessary.

TAB E

SUMMARY AND PROGRESS ANALYSIS OF FORT BENNING MVA PROJECT

Progress of Funded Projects Initiated at Fort Benning
(This summary contains estimated cost computed as of 30 June 72).

ACTION: Section III, Item 1-0. Operation of a Welcome and Central Processing Center.

a. IMPLEMENTATION: Action Agency: DPCA. Cost: FY 71 $87,045 FY 72 $102,325 .

(1) Welcome Center. The Welcome Center opened 19 May 1971. The Center provides a 24-hour welcome, reception information, orientation and emergency service to incoming personnel. The operation of the Welcome Center required a staff of one officer and 13 enlisted personnel. The enlisted strength has been reduced from thirteen to seven. As a result of this action, the Welcome Center has curtailed some of its activities and services. The services presently offered are:

(a) Reception/information desk.

(b) Household goods lending closet.

(c) Child play area.

(d) Reception lounge and refreshment area.

(e) Orientation/briefing room.

(f) Family registration to identify family problems and provide direct or referral assistance.

(g) Welcome packet distribution.

(h) Guest House reservation/arrangement.

(2) Central Processing Center. The Central Processing Center opened 29 January 1971. It provides complete inprocessing for newly assigned PCS personnel. On 1 September 1971, centralized outprocessing was started on a test basis. However, centralized outprocessing was discontinued on 31 May 1972, due to the non-availability of personnel to man this section. The following services are now located in the Center.

(a) Personnel Records.

(b) Personnel Management Section.

(c) AG Personal Affairs Branch.

(d) ID Card Section.

(e) POR Board

(f) Finance Processing.

(g) Provost Marshal Vehicle and firearms registration.

(h) Family Housing.

(i) Temporary Billeting.

(j) Messing facilities.

b. REMARKS:

(1) Welcome Center - The Welcome Center has provided invaluable 24-hour welcoming reception, information, orientation, and emergency services which have greatly facilitated relocation procedures for all new incoming personnel, especially junior officer and junior enlisted personnel and their dependents.

(2) Central Processing Center. The establishment of the Central Processing Facility has been of tremendous value to the individuals and their families assigned to this installation. It has allowed the individual to receive

personalized service at one location, thereby eliminating the often frustrating procedure for getting settled on a new post. This action will be continued at Fort Benning. For further information see Figure A-41, TAB A.

c. RECOMMENDATION: This action should be implemented at other Army installations where feasible.

d. For additional information see figures A-22, 42 and 50 TAB A.

ACTION: Section III, Item 2-0. Contract for civilian KPs in unit mess halls post-wide.

a. IMPLEMENTATION: Action Agency: DIO. Cost: FY 71 - $1,222,282. FY 72 - $2,240,248. A contract to supply civilian KPs in all but two operating mess halls on the Fort Benning post was awarded on 22 December 1970, and implemented on 2 January 1971. The two excluded were the Stockade and Martin Army Hospital Mess. The Stockade was omitted because of the nature and function of the organization. Martin Army Hospital has its food service personnel provided by the Federal Civil Service. Off-post locations under Fort Benning control such as the Mountain or Florida Ranger Camps were not included under the original contract as they are removed from the post proper. The contract was renewed for FY 72 with another contractor who began work on 1 July 1971.

b. REMARKS: Command responses were extremely favorable toward this action. Mess stewards and cooks as well as the lower ranking soldiers were enthusiastic with this policy. This action returned soldiers to soldiering by releasing them from ancilliary, non-military duties and employing civilians for the performance of such duties. Results of opinion questionnaires indicates that this action contributed to the Modern Volunteer Army concept by eliminating an irritant that has long been a source of bitter complaints by soldiers. It improved operations and services in the mess hall, and created a more favorable attitude toward the Army. This action also helped to make the five-day work week and compensatory time for weekend duty possible, and has increased unit integrity by returning individual soldiers to their squads and platoons (TO&E Units). Of all the funded actions under the VOLAR experiments, commanders and soldiers consider it to be the most important. This action will be continued at Fort Benning consistent with availability of funds. For additional information see Figure A-51, TAB A.

c. RECOMMENDATION: This action should be implemented at all Army installations.

ACTION: Section III, Item 3-0. Maintain civilian detail labor force.

a. IMPLEMENTATION: *Action Agency*: DPT. *Cost*: FY 71 - $126,336. FY 72 - $331,894. This action was approved for implementation on 14 December 1970. The original hire ceiling was set at 105 civilian workers; however, due to a large turnover rate and a hire lag for this type position the original ceiling was never reached. Therefore, the ceiling was reduced to 80. Presently, 64 personnel are on duty.

b. REMARKS: Comments from major commands revealed that this action has been favorably received during the MVA experiment because it allowed for the hiring of civilian labor force to perform those tasks previously accomplished by soldiers and which had no connection with soldiering whatsoever. The spirit of true professionalism which had previously been undermined prior to the MVA project has been greatly enhanced by this action. This action returned approximately 200 soldiers daily to mission-related duties. The civilian labor pool is serving 25 different post activities. This action will be continued at Fort Benning consistent with availability of funds and manpower spaces. For additional information see Figures A-17 and A-75, TAB A.

c. RECOMMENDATION: This action should be implemented at other Army installations.

ACTION: Section III, Item 4-0. Pay civilians, purchase and maintain equipment for maintenance and police of roads and grounds.

a. IMPLEMENTATION: Action Agency: DFAE. Cost: FY 71 - $244,143, FY 72 - $ 479,694 . The original hire ceiling was set at 87 employees; however, due to a high turnover rate and a hire lag for this type position, the original ceiling was never reached. The ceiling is now 76 and 68 employees are currently on duty. All items of equipment have been received.

b. REMARKS: This action continues to be well received by commanders and soldiers as it relieves the soldiers from many of the non-mission related duties they were required to perform and allows them to concentrate on primary duties. This action also eliminated an irritant that has long been a source of bitter complaints by soldiers, and it created a more favorable attitude toward the Army. This action will be continued at Fort Benning consistent with availability of funds and manpower spaces. For additional information see Figure A-53 , TAB A .

c. RECOMMENDATION: This action should be implemented at other Army installations.

ACTION: Section III, Item 5-0. Pay civilians, purchase and maintain equipment for collection of refuse and garbage in troop areas.

a. IMPLEMENTATION: Action Agency: DFAE. Cost: FY 71 -$352, FY 72 - $ 22,439 . This action began on 6 January 1971, by paying existing personnel overtime. Originally a hire ceiling of 12 was set. The ceiling is now 11. Presently 10 of the 11 are on duty. All of the 12 line items of equipment have been recieved. In support of this action, a project is currently under contract for the construction of a load packer platform on Main Post.

b. REMARKS: This action continues to be highly successful in both the troop areas and the family housing areas. The results have been better sanitation post-wide and troop units are relieved from having to dispose of garbage within their own areas. This action will be continued at Fort Benning consistent with availability of funds and manpower spaces. For additional information see figures A-52 , and 54, TAB A.

c. RECOMMENDATION: This action should be implemented at other Army installations.

ACTION: Section III, Item 6-0. Pay civilians, purchase and maintain necessary equipment to enhance the preventive maintenance program post-wide for troop billets and troop-related facilities.

a. IMPLEMENTATION: Action Agency: DFAE. Cost: FY 71 - OMA $514,125, FHMA $176,765; FY 72 - OMA $1,245,496, FHMA $313,697. This action provided for additional civilian personnel to enhance the total Engineer preventive maintenance effort to include additional preventive maintenance teams. Additional equipment was also procured to enhance the preventive maintenance program. One-hundred and sixty-six of 174 authorized personnel are presently on board. All of the 153 items of equipment have been received.

b. REMARKS: This action has had the effect of providing the individual soldier with better maintained billets and facilities and in some cases, has relieved soldiers from performing needed preventive maintenance. Also, preventive maintenance on roads, utilities and other services have been greatly improved. This action has definitely improved the working and living conditions of the individual soldier. This action will be continued at Fort Benning consistent with availability of funds and manpower spaces. For additional information see Figure A-55, TAB A.

c. RECOMMENDATION: This action should be implemented at other Army installations as the situation warrants.

ACTION: Section III, Item 7-0. Provide POV allowance for personnel operating a small reception booth at Columbus Airport.

a. IMPLEMENTATION: Action Agency: Transportation Division, DIO. Cost: FY 71 - $1,642, FY 72 - $ 374. The reception service began at the airport on 31 December 1970, and all flights have been met since that date. Authority was granted under AR 55-34 to reimburse personnel assigned duties at the Columbus Airport for use of their POVs. Vouchers were submitted on a monthly basis. The booth is staffed by military personnel who extend a courteous welcome to Fort Benning, provide assistance on building locations and brief personnel on the monetary savings gained by group travel to the post when traveling by commercial taxies and make on-the-spot corrections of those in violation of uniform regulations.

b. *REMARKS: Response from major commands indicated that the* establishment of a reception booth at the airport, has provided newly assigned personnel with the necessary information they needed to complete their travel into their new duty station. This action also enhanced the professional image of Fort Benning and the Army by insuring that someone cares and are interested in their needs. This action will be continued at Fort Benning consistent with availability of funds. For additional information see Figure A-57, TAB A.

c. RECOMMENDATION: This action should be implemented at other Army installations as applicable.

ACTION: Section III, Item 8-0. Civilian pay for expanded Commissary hours on Main Post and Custer Terrace.

a. IMPLEMENTATION: Action Agency: DIO. Cost: FY 71 - $63,289, FY 72 - 148,489 . This action was implemented on 1 February 1971, by extending the Main Commissary hours from 56 to 60 hours per week and Annex 1 from 35 to 41 hours per week. On 2 May 1971, the Main Commissary hours were increased from 60 to 71 hours per week and Annex 1 from 41 to 46. The Main Store is open seven days per week.

b. REMARKS: Command responses indicated that this action continued to be received extremely well by all soldiers at Fort Benning. The changes in commissary hours have made the stores available to more customers under more desirable shopping conditions. Although the post military strength has shown a sharp decline annual dollar sales have increased from $15 million to over $19 million as a result of improved services and extended hours. This action will be continued at Fort Benning consistent with availability of funds and manpower spaces. For additional information see figures A-74 and A-87, TAB A.

c. RECOMMENDATION: This action should be implemented at other Army installations.

ACTION: Section III, Item 9-0. Contract for local motel facilities to provide Guest House accommodations.

a. IMPLEMENTATION: Action Agency: Housing Division, DIO. Cost: FY 71 - $50,000, FY 72 - None. This action, although immensely successful in FY 71, was discontinued in its original form due to legal difficulties involved with the contractual agreement with the motel. It is now a no cost action based on a referral system in which selected motels and hotels in the Columbus area give reduced rates to military personnel upon referral by the post housing office.

b. REMARKS: Response from major commands revealed that the new system has been favorably received by service members and their families. This action will be continued at Fort Benning. For additional information see figure A-59, TAB A.

c. RECOMMENDATION: This action should be implemented at other Army installations as applicable.

ACTION: Section III, Item 10-0. Civilian pay for expanded operational hours of the Quartermaster Sales Store.

a. IMPLEMENTATION: Action Agency: Supply Division, DIO. Cost: FY 71 - $4,481, FY 72 $4,755. To implement this action the store hours were extended 16 1/2 hours per week on 6 January 1971. Since that time approximately 25% of the workload and the patronage occurs during the extended hours.

b. REMARKS: This action has proven to be a marked advantage by allowing the soldiers to shop in the store after normal duty hours. This action will be continued at Fort Benning consistent with availability of funds and manpower spaces. For additional information see figure A-61, TAB A.

c. RECOMMENDATION: This action should be implemented at other Army installations as applicable.

ACTION: Section III, Item 11-0. Maintain improved post shuttle bus service.

a. IMPLEMENTATION: Action Agency: Transportation Division, DIO. Cost: FY 71 - $29,987, FY 72 - $78,017. The post shuttle bus system was expanded on 14 January 1971. The extended services include:

(1) Hours of operation expanded from 0600-2300 to 0600-0100.

(2) Additional bus stop signs were installed.

(3) Three buses added to existing buses for a total of nine buses.

(4) Thirty-minute service to outlying areas, fifteen minutes service to Main Post area.

(5) Radios installed in all shuttle buses.

(6) Nine additional civilian employees hired for the project. Eight are employed at the present time.

b. REMARKS: This action has been received extremely well, as is evidenced by the increase in daily utilization from 1200 passengers prior to expansion to approximately 4600 passengers per day. The expanded service has proved to be the most adequate mode of transportation for both duty and recreational purposes. This action will be continued at Fort Benning consistent with availability of funds and manpower spaces. For additional information see Figure A-62, TAB A.

c. RECOMMENDATION: This action should be implemented at other Army installations where appropriate.

ACTION: Section III, Item 12-0. Implementation, Control and Evaluation costs of project VOLAR.

a. IMPLEMENTATION: Action Agency: Comptroller. Cost: FY 71 -$82,137, FY 72 -$65,652 . This action was implemented by allocating funds to cover cost of program administration, TDY, trips, evaluation and compilation costs incurred during the administration of the MVA Experiment.

b. REMARKS: The funds for this action are a necessary part of any program of this magnitude. This allocation gave the post the necessary flexibility to support programs which ran over current cost estimates and to augment programs which showed particular promise. This action will be continued at Fort Benning in support of the MVA program.

ACTION: Section III, Item 13-0. Pay for MEDDAC Civilian Employees

a. IMPLEMENTATION: Action Agency: MEDDAC. Cost: FY 71 - $258,463, FY 72 -$900,372 . Due to the difficulties in recruiting the ceiling was reduced from 157 to 140 employees. Presently 115 of the 140 are on duty. Effective 1 July 1972, the ceiling will be reduced from 140 to 107 employees.

b. REMARKS: The VOLAR spaces have been very beneficial to the hospital program of supporting MVA. However, the decrease in authorized spaces is becoming more detrimental to the MVA program and to the increased services that MEDDAC is providing. This action will be continued at Fort Benning consistent with availability of funds and manpower spaces. For additional information see figure A-86, TAB A.

c. RECOMMENDATION: This action should be implemented at other Army installations where appropriate.

ACTION: Section III, Item 14-0. USAIS Learning Center. (See TAB D, Education and Training, Section III, Part B, Item 3).

COST: FY 71 -$35,349, FY 72 - $282,232.
For further information see figure A-88, TAB A.

ACTION: Section III, Item 15-0. USAIS Programmed Instruction. (See TAB D, Education and Training, Section III, Part B, Item 1).

COST: FY 71 -$13,372, FY 72 -$ 33,232.

ACTION: Section III, Item 16-0. Benning House Project (Cost FY 71 - $35,840).

REMARKS: This action was discontinued as a VOLAR funded experimental action at the end of FY 71. However, it has been continued at Fort Benning and is funded from the regular command operating budget.

ACTION: Section III, Item 17-0. Special Services Activities (Janitors)

a. IMPLEMENTATION: Action Agency: DPCA. Cost: FY 71 - $28,614, FY 72 - $5,585. This action was implemented by submitting requests to the civilian personnel office to hire janitors for each service club to be on duty during operational hours. Due to hiring restrictions and inability to fill the positions, the positions were classified to Recreational Aid, GS-189 which require cleaning duties.

b. REMARKS: This action has been most beneficial to the soldier in providing increased recreation benefits. The utilization of the Recreation Aid (189) personnel to perform essential nonprofessional tasks, in the service clubs enables the professional staff to concentrate on providing a professional recreational program. This action will be continued at Fort Benning consistent with availability of funds and manpower spaces. For further information see figure A-89, TAB A.

ACTION: Section III, Item 18-0. College Tuition Assistance.

a. IMPLEMENTATION: Action Agency: DPCA. Cost: FY 71-$18,223, FY 72 - $32,495 . This action was implemented in January 1971 and continued throughout the VOLAR experiment.

b. REMARKS: This action has been favorably received by all personnel seeking to further their education, in that it permitted students to enroll for a second course. Five hundred eighty-four students enrolled in college level courses under this increased tuition assistance. Sufficient OMA funds have been procurred to continue this program in FY 73 without additional funding. This action will be continued at Fort Benning consistent with availability of funds. For additional information see figure A-90 TAB A.

c. RECOMMENDATION: This action should be implemented at other Army installations as appropriate.

ACTION: Section III, Item 19-0. ROTC Cadet Program.

a. IMPLEMENTATION: Action Agency: DPT. Cost: FY 71 - $9,321, FY 72 - $40,174. This action was initiated on 15 April 1971 with a visit by 111 cadets. Since that date, Fort Benning has supported 2,762 ROTC Cadets (Senior and Junior) on 20 separate dates. Supported activities run the gamut from standard orientation visits, to training visits (Leaders Reaction Course, Patrolling and Orienteering).

b. REMARKS: This program has been instrumental in exposing ROTC Cadets to Army activities/surroundings and in explaining the role of the Infantry to prospective servicemen and officers. The primary vehicle used to accomplish this mission was the orientation visits which permitted the cadets to be confronted with the largest amount of activities, i.e., demonstrations, briefings and informal tours/discussions with escort officers. Installation support normally included transportation, billets, rations, and escort officers, depending upon the length of stay. During the school year 1969-70, only 26% of the ROTC Infantry quota was filled by volunteers. During school year 71-72 the percentage of volunteers jumped to 42%. During the year 71-72 a healthy 81% of ROTC Infantry quota was met by volunteers. This action will be continued at Fort Benning consistent with availability of funds.

c. RECOMMENDATION: This action should be implemented at other Army installations as applicable.

ACTION: Section III, Item 20-0. Civilian pay for augmentation of staff of Army Emergency Relief Section.

a. IMPLEMENTATION: Action Agency: DPCA. Cost: FY 71 - $2,416, FY 72 - $ 6,111 . A civilian clerk was hired and began work on 25 January 1971. The duties performed include preparing and posting research reports, typing letters to units concerning personnel problem areas, typing letters to civilian agencies and posting allotments on open accounts. The GS-3 slot is a recognized position and not an authorized slot.

b. REMARKS: The clerk has provided an invaluable contribution to the VOLAR program in improving and expanding the AER activities. During the period 25 January 1971 through 30 June 1972, 4,172 open accounts have been closed. This action will be continued at Fort Benning consistent with availability of funds and manpower spaces.

c. RECOMMENDATION: This action should be implemented at other Army installations as applicable.

ACTION: Section III, Item 21-0. Travel for continued liaison visits to other installations in connection with Project VOLAR. (See TAB D, Education and Training, Section II, Part A, Item 37).

COST: FY 71 - $9,706, FY 72 - $ 12,469 .

ACTION: Section III, Item 22-0. Pay of one civilian employee in the Students Affairs Office, USAIS. (See TAB D, Education and Training, Section II, Part A, Item 30).

COST: FY 71 - $2,870, FY 72 - $ 4,502 .

ACTION: Section III, Item 23-0. Personnel required to provide a base for VOLAR implementation requirements.

a. IMPLEMENTATION: Action Agency: Comptroller. Cost: FY 71 - OMA $528,065, FHMA $13,000, FY 72 - OMA $1,046,924, FHMA $47,700. Assigned civilian strength at the time of VOLAR planning included 141 personnel carried in an overstrength status. Presently, 128 of these personnel continue to be carried in an overstrength status to enable mission support necessary during the VOLAR Experiment.

b. REMARKS: Personnel are still being utilized and are needed to maintain normal mission support and to provide a base for VOLAR expansion. Loss of these personnel will have an adverse effect on the continued momentum of the MVA program. This action will be continued at Fort Benning consistent with availability of funds.

c. RECOMMENDATION: This action should be implemented at other Army installations as applicable.

ACTION: Section III, Item 24-0. Dependent Dental Care.

a. IMPLEMENTATION: Action Agency: MEDDAC. Cost: FY 71 - $82,441, FY 72 - $58,000 . Treatment for dependents began in December 1970 at two dental clinics (Clinic #4 for retired dependents and Clinic #6 for active duty dependents).

b. REMARKS: The dependent dental care program established at Fort Benning has been enthusiastically received by servicemen and their dependents. It greatly enhanced the attractiveness of military life for all personnal. This action contributed to the overall improvement of health care for the active duty and retired dependents in that approximately 101,036 dependents received treatment during the period December 1970 through June 1972. Approximately 130 - 175 patients per day were seen at the clinics. The complete medical care concept of Army life has always been a strong positive motivating factor for career personnel and their families. Many junior officers and enlisted men with young families were having to pay exorbitant fees to local dentists in order to insure essential orthodontic and prosthodontic care for their dependents. The only problem encountered during the entire period was that of waiting room space at Dental Clinic #6. The waiting room is too small to accommodate the number of personnel seeking dental attention, necessitating a frequent overflow of patients into an adjoining parking lot. This action will be continued at Fort Benning consistent with availability of funds and manpower spaces. For further information see Figures A-86, 91, and 96, TAB A .

c. RECOMMENDATION: This action should be implemented at other Army installations.

ACTION: Section III, Item 25-0. Pay for one civilian employee in the Public Information Office.

a. IMPLEMENTATION: Action Agency: IO. Cost: FY 71 - $3,233, FY 72 - $ 6,500 . One civilian clerk was hired on 14 January 1971, to absorb the additional requirement placed on the Information Office to prepare news releases for newspapers, radio and television.

b. REMARKS: The clerk has provided the IO with a person to control necessary administrative actions and news release functions of the VOLAR information program. This action will be continued at Fort Benning to enhance the momentum of the MVA program consistent with availability of funds and manpower spaces.

c. RECOMMENDATION: This action should be implemented at other Army installations where the need exists.

ACTION: Section III, Item 26-0. See Item 4-0, TAB E.

ACTION: Section III, Item 27-0. See Item 5-0, TAB E.

ACTION: Section III Item 28-0. See Item 6-0 TAB E.

ACTION: Section III, Item 29-0. Maintain partitions in troop barracks post-wide.

a. IMPLEMENTATION: Action Agency: DFAE. Cost: FY 71 - OMA $177,496, MCA $395,352, FY 72 - OMA NONE, MCA $ 139,264. This project is addressed under two separate categories. CSA partitions under OMA appropriations and permanent partitions under MCA. GSA type partitions have been installed in nine permanent buildings with one more to be completed in July 1972. Construction of permanent partitions is complete in 111 of 123 programmed barracks. Eighty-six of 98 temporary buildings and 25 permanent buildings are complete. The total number of troop spaces to be provided is approximately 6,200. Approximately 5,786 spaces have been completed. The project is expected to be completed in July 1972.

b. REMARKS: This action is one of the most favorably received items in the Benning Plan. Attractive living conditions are only one result of this action. Increased security of personal property has been another and, in many instances, has resulted in the reduction or elimination of a bay guard requirement. This reduction or elimination has returned more soldiers for training and mission support. It also has enhanced morale and provided the soldiers with a relaxed atmosphere during his off duty time. This action will be continued at Fort Benning. For additional information see figure A-56, TAB A.

c. RECOMMENDATION: This action should be implemented at other Army installations.

ACTION: Section III, Item 30-0. See Item 8-0, TAB E.

ACTION: Section III, Item 31-0. See Item 12-0, TAB E.

ACTION: Section III, Item 32-0. Continued maintenance of furniture for soldier barracks.

a. IMPLEMENTATION: Action Agency: DIO. Cost FY 71 - $221,758, FY 72 - $ 42,470 . This action was implemented by repairing and refinishing obsolete family housing chairs and desks. This was accomplished by authorizing overtime pay for the Furniture Shop personnel and initiating a contract with a commercial firm. On 11 May 1971, 2,582 chairs and 3,116 desks were available for issue for soldiers quarters as barrack partitions were completed. FY 72 funds were used for the continued maintenance of the furniture.

b. REMARKS: Comments from major commands indicated that this action has been well received by soldiers, in that it allowed for the continued repair of furniture for troop barracks. This action further demonstrated to the individual soldier that the Army is concerned with his well being. This action will be continued at Fort Benning consistent with availability of funds. For additional information see figures A-16 and A-95 TAB A.

c. RECOMMENDATION: This action should be implemented at other Army installations.

ACTION: Section III, Item 33-0. Continued Employment of CPO Clerks.

a. IMPLEMENTATION: Action Agency: DPCA. Cost: FY 71 - $41,686, FY 72 - $47,766 . This action was implemented by hiring nine clerks in mid-January 1971 to absorb the increased workload that was placed upon the CPO as a result of the VOLAR experiment.

b. REMARKS: This action enabled the Civilian Personnel Office to absorb the additional workload of recruiting and administration of the increased civilian strength in support of the VOLAR experiment with minimum disruption of their overall mission. These clerks will be needed on a continuing basis to administer the additional civilian strength needed in support of the MVA program.

c. RECOMMENDATION: This action should be implemented at other Army installations as applicable.

ACTION: Section III, Item 34-0. Bands and professional entertainment for soldiers.

Not funded for FY 72.

ACTION: Section III, Item 35-0. Supplies for photographic coverage of promotional activities and award ceremonies.

a. IMPLEMENTATION: Action Agency: DC-E. Cost: FY 71 - $7,000, FY 72 - $ 31,080 . This action was implemented by increasing the photographic coverage of promotion and award ceremonies on 1 January 1971.

b. REMARKS: This action provided funds for additional coverage of soldiers' accomplishments. Prior to the VOLAR experiment, funds were only available to cover specific events; now more soldiers' accomplishments (promotion and award ceremonies) particularly at company and platoon levels, can be noted through the newspapers. This action will be continued at Fort Benning consistent with availability of funds. For additional information see figure A-93, TAB A.

c. RECOMMENDATION: This action should be implemented at other Army installations as required.

ACTION: Section III, Item 36-0. 197th Infantry Brigade Unit of Choice Recruiting Plan.

a. IMPLEMENTATION: Action Agency: 197th Infantry Brigade. Cost: FY 71 - $149,967, FY 72 - $135,958. This action was implemented by the 197th Infantry Brigade in conjunction with the United States Army Recruiting Command. The Brigade adopted the surrounding area, eventually to include the four states of Georgia, Alabama, Florida and South Carolina, as its home ground for recruiting activities. This area was divided into battalion areas and each battalion commander was charged with the recruiting in his area. The battalion commanders were directed to make liaison with the appropriate RMS commander while the Brigade established close and continuous contact with the Third Recruiting District. In coordination with the Recruiting Command the Brigade began an extensive image projection effort designed to focus the attention of the civilian community on the Brigade and the Army. The program included the use of display teams, scout dog demonstrations, shows by the Brigade Combo, speaking engagements by officers of the Brigade Domestic Action Projects and an extensive IO program. These actions and the use of large numbers of Brigade representatives both within the Brigade area of Operation and throughout CONUS resulted in the Brigade's outstanding success in the area of personnel procurement.

b. REMARKS: This action has greatly enhanced the accession program. The Brigade fills virtually every available vacancy as it becomes vacant. Almost 3,640 accessions into the Army have been credited to the 197th Unit of Choice Program. This action will be continued at Fort Benning.

c. RECOMMENDATION: This action should be implemented at other Army installations as appropriate.

ACTION: Section III, Item 37-0. Maintain Phase III ACCS Simulator. (See TAB D, Education and Training, Section III, Part B, Item 2; and TAB B, Part V, Special Study, subject: Evaluation of the Combined Arms Tactical Training Simulator, 20 June 1972).

ACTION: Section III, Item 38-0. See Item 23-0. TAB E.

ACTION: Section III, Item 39-0. Pay of key punch machine operator for Reassignment Group, AG, USAIC.

Not funded for FY 72.

ACTION: Section III, Item 40-0. Pay of civilian clerk-typist for orders unit to process expedite reenlistment and reassignment orders.

Not funded for FY 72.

ACTION: Item 40-0 (FY 71). Upgrade the existing television distribution system in Infantry Hall. (See TAB D, Education and Training, Section III, Part B, Item 5).

Cost: FY 71 -$407,569, FY 72 -$81,000

ACTION: Section III, Item 41-0. Maintain a Coffee House in the Cafeteria of the Sightseeing Road Service Club and in the Annex of Kelley Hill Chapel.

a. IMPLEMENTATION: Action Agency: DPCA. Cost: FY 71 - $7,620, FY 72 - None. The houses were completed on 30 June 1971. The Coffee Houses provide facilities and opportunities for stronger and more meaningful convictions, the development of a sense of dedicated service, and occasions to inspire motivation and not just simply entertainment. These facilities are ideal vehicles to measure and ascertain the true feelings of people. The Coffee Houses are operational seven days a week from 1400 to 2200 hours daily and require the full-time duty of two chaplains and four assistants.

b. REMARKS: There were many over-all values gained in the Coffee House Program. At least ten people returned from AWOL to active duty as a direct result of guidance gained while at the Coffee Houses. Many soldiers voluntarily stopped taking hard drugs due to the supportive and understanding atmosphere found at the Coffee House. Due to the religious overtones always present in program, rap session, and worship services, many soldiers found a new and positive direction for their lives. The point is made that their only contact with the Army's primary religious leader is through the Coffee House. Special programs revolving around contemporary themes and music encouraged free dialogue and self expression. Due to an atmosphere of acceptance, a great many meaningful relationships were realized by the soldier. As an indication of the soldier's response to the Coffee House, over 26,000 soldiers utilized the facilities during the past year alone, and there were over 50,000 manhours of attendance during this period. The only problem encountered during the entire period is that of adequate staffing. This problem has become more acute with the recent reduction of personnel assigned to the Chaplain Division. This action will be continued at Fort Benning as a non-costed action consistent with availability of staffing personnel.

c. RECOMMENDATION: This action should be implemented at other Army installations as applicable.

ACTION: Section III, Item 42-0. Provide civilian KP services for 1st Ranger Company, Eglin AFB, Florida, and 2d Ranger Company, Dahlonega, Georgia.

Not funded for FY 72.

ACTION: Section III, Item 43-0. Increase staff of Special Services Activities.

Not funded for FY 72.

ACTION: Section III, Item 44-0. Pay cost of operating Bachelor Officers' Quarters (BOQ) with OMA funds and eliminate payment of service charge by occupant to the nonappropriate fund.

Not funded for FY 72.

ACTION: Section III, Item 45-0. Provide custodial service in administrative buildings five days a week.

a. IMPLEMENTATION: Action Agency: DFAE. Cost: FY 71 - $34,250. FY 72 - $ 211,100 . Extended services began on 19 April 1971.

b. REMARKS: This action was originally considered for elimination during FY 72; however, due to the extreme need for the services performed, the action was reevaluated and approved for continuation. Overall, the action has restored the scope of the custodial contract in relation to the services performed prior to the cut in regular funds at the beginning of FY 71. Necessary custodial services were performed during the VOLAR experiment at Fort Benning without resort to troop support details. TUSA regulation 420-81 dated 25 Feb 72, limits custodial services to three days per week with certain exceptions. Fort Benning will continue custodial service in accordance with the TUSA regulation; however, this may necessitate use of troop labor to perform required custodial service in some cases.

c. RECOMMENDATION: Custodial service in administrative buildings should be authorized at all Army installations 5 days per week consistent with local requirements.

ACTION: Section III Item 46-0. Security lights for parking areas.

Not funded for FY 72.

ACTION: Section III, Item 47-0. Training funds to augment Program 2 funds to allow accomplishment of essential training to maintain professionalism.

Disapproved by Department of the Army.

ACTION: Section III, Item 48-0. Purchase equipment necessary to make classroom #7 capable of presenting fully-automated EDEX instructional programs.

Disapproved by Department of the Army.

ACTION: Section III, Item 49-0. Build a trailer court at the US Army Mountain Ranger Camp at Dahlonega, Georgia (OMA portion of MCA projects).

Disapproved by Department of the Army.

ACTION: Section III, Item 50-0. Renovate Infantry School Library to allow for Learning Center.

Not funded for FY 72.

ACTION: Section III, Item 51-0. Additional packaged programmed instructional material.

Not funded for FY 72.

ACTION: Section III, Item 52-0. Target devices on Hook Range.

Disapproved by Department of the Army.

ACTION: Section III, Item 53-0. Welcome Wagon for Army Community Service.

Not funded for FY 72.

ACTION: Section III, Item 54-0. Contractual services for dance bands, entertainment groups and rental of entertainment equipment for the teen club.

Disapproved by Department of the Army.

ACTION: Section III, Item 55-0. Provide military transportation to support youth activities program.

Disapproved by Department of the Army.

ACTION: Section III, Item 56-0. Purchase of additional labor-saving devices.

Not funded for FY 72.

ACTION: Item 57-0. Army Recruiting Command Support.

REMARKS: Third United States Army Regulation 700-3, 16 November 1970, tasked Fort Benning to provide supply, maintenance and facilities engineer support to the United States Army Recruiting Main Station at Montgomery, Alabama, and to provide sedans to the Armed Forces Entrance Examination Station at Jackson, Mississippi. Total cost for FY 72 - $29,100.

ACTION: Numbers 58-0 through 61-0. Not used for FY 72.

ACTION: Item 62-0. Recruiter Assistance Program.

a. IMPLEMENTATION: Action Agency: TSB. Cost: FY 71 -$42,955, FY 72 - $85,933. This program was implemented on 4 May 1971 by returning outstanding graduates of the Airborne and NCO Courses to their home town and high schools to assist local recruiters. They were placed on TDY while enroute to their next duty station. As of 1 April 1972, only Airborne graduates were being used in this program.

b. REMARKS: Feedback information is not routinely made available to Fort Benning on the results of the program. However, Fort Benning provided 241 Recruiter Assistants during the period 1 July 1971 through 30 June 1972. This program will be continued at Fort Benning consistent with the availability of funds.

ACTION: Item 63-0. USAIS Infantry Branch Film.

REMARKS: These funds were used to develop a film entitled "Cross Rifles." The purpose of the film is to give ROTC cadets an idea of what it is like to be an Infantry Officer. Copies of the film were furnished to all colleges/universities that are participating in the ROTC program. Additional copies have been supplied to the United States Military Academy and CONARC Headquarters. Cost: FY 72 - $5,048.

ACTION: Item 64-0. 931st Engineer Group Unit of Choice Recruiting Program.

a. IMPLEMENTATION: Action Agency: 931st Engineer Group. Cost: FY 72 - $19,938. This action was implemented by the 931st Engineer Group in conjunction with the United States Army Recruiting Command. The primary effort of the group was restricted to the area of the Montgomery Recruiting Main Station, Montgomery, Alabama, and eight counties of the Florida panhandle. The management and operation of this program is centralized at group level to minimize the overhead personnel required and to accomodate recruiting of the diverse skills required in the battalions and separate companies. A special staff section (S5) was organized to manage the program.

b. REMARKS: Early results of this program which began on 1 May 1972 are very encouraging. During the period 1 May through 30 June 1972, a period of only two months, 649 young men were recruited into the Army as a direct result of the program. This action will be continued at Fort Benning consistent with the availability of funds.

c. RECOMMENDATION: This action should be implemented at other Army installations as appropriate.

ACTION: Item 65-0. Improve Service Attractiveness.

REMARKS: A purchase order was submitted in May 1972 for two sun fish sail boats, two katamaran sail boats, basketball and football uniforms, and library books. In addition essential maintenance repairs were completed on the Reserve Mobilization Barracks; a contract was let to install oil and gas burners in Building 397, to renovate Room 103 in Building 35, and to insulate the roof and replace the doors of Building 377. Estimated completion date for the contract is 1 September 1972. This action will greatly enhance the Special Service Activities and improve existing facilities. Cost: FY 72 - $112,527 (Special Services - $16,812, Engineer - $95,715).

ACTION: Section III, Item 1-F. Refuse collection for Family Housing.

a. IMPLEMENTATION: Action Agency: DFAE. Cost: FY 71-$32,449, FY 72-$86,600. This action was implemented by increasing the refuse collection from one pickup per week to two pickups. See Item 5-0 for additional implementing information.

b. REMARKS: This action has improved the sanitation conditions in the family housing areas by eliminating the unsightly garbage standing at the curbs for long periods which invariably scatters and is an open invitation to an onslaught of flies and rodents. This action will be continued at Fort Benning consistent with the availability of operating funds and manpower spaces.

ACTION: Section III, Item 2-F. Preventive Maintenance Program for Family Quarters.

a. IMPLEMENTATION: Action Agency: DFAE. Cost FY 71 - $177,482, FY 72 - $313,697. This action was implemented by forming preventive maintenance teams to conduct regular cyclic visits to the family housing areas. See Item 6-0 for additional implementing information.

b. REMARKS: This program has prevented costly, premature failures in building components and has allowed a concentration on planned work. The anticipation of deterioration and correction of incipient failures is far less costly than major deferred maintenance projects caused by neglect of regularly scheduled maintenance work on a cyclic basis. The PM program has provided the occupant with a ready response to minor deficiencies in quarters which, if not corrected, can be a source of considerable irritation to the entire household. Preventive maintenance teams also advise occupants in proper methods of cleaning fixtures, of preserving floors, and floor coverings, and the many other details that tend to effect savings. This action will be continued at Fort Benning consistent with the availability of operating funds and manpower spaces.

c. RECOMMENDATION: This action should be implemented at other Army installations as applicable.

ACTION: Section III, Item 3-F. Provide free quarters cleaning service for departing families.

a. IMPLEMENTATION: Action Agency: DFAE. Cost FY 71 - $44,137, FY 72 - $168,905. The quarters cleaning began on 1 April 1971, and continues to average approximately 180 quarters cleaned per month.

b. REMARKS: The free quarters cleaning service for departing families was a highly successful VOLAR project. The primary advantage of the project is the military family is no longer required to move out of his quarters and obtain accommodations in the local community during the period required to clean quarters. Under that concept he would be forfeiting BAQ plus the added cost of local accommodations. Under the free quarters cleaning policy there is the savings to the individual in BAQ, in lodging fees, and in cleaning expenses. Additionally, there is a time saving factor in that it does not require the occupant to extend his stay at the installation while accomplishing the ardous task of cleaning and clearing quarters. Obviously, free quarters cleaning policy has resulted in improved morale by allowing the departing sponsors and his family to terminate his assignment without the added cost and burden inherent to cleaning and clearing quarters. Disapproval of requested MVA, FHMA funds for FY 73 precludes continuation of this project at Fort Benning.

c. RECOMMENDATION: It is recommended that this action be implemented at all Army installations and be made a permanent DA policy.

ACTION: Section III, Item 4-F. Personnel required to provide a base for VOLAR implementation requirement (See Item 23-0, TAB E, VOLAR implementation requirements).

ACTION: Section III, Item 1-N. Maintain charter bus service, free of charge for soldiers to and from Columbus, Georgia.

a. *IMPLEMENTATION: Action Agency:* DPCA. Cost: FY 71 - $48,143, FY 72 - $95,000. This action was implemented 23 February 1971 with "free ride" tickets being issued to enlisted men through the major commands, which were available in unit Orderly Rooms.

b. REMARKS: Command responses expressed a most favorable attitude toward this action in that it permitted enlisted men without transportation the opportunity to go to Columbus without charge for the purpose of shopping and entertainment. Approximately 200,015 tickets were used since this action was implemented. This action cannot be continued at Fort Benning due to lack of sufficient non-appropriated funds.

c. RECOMMENDATION: This action should be implemented at other Army installations as the situation warrants.

ACTION: Section III, Item 2-N. Provide for transportation between Fort Benning and selected recreation areas on weekends.

a. IMPLEMENTATION: Action Agency: DPCA. Cost: FY 71 - $12,719, FY 72 - $20,655. This action was implemented in early February 1971 with trips to Atlanta, Georgia, Callaway Gardens, Georgia and Panama City, Florida. Due to winter months and lack of participation the Callaway Gardens, Georgia trips have been discontinued as were the Panama City, Florida trips until the spring of the year.

b. REMARKS: Free bus transportation to points of interest continued for lower grade personnel to places they couldn't otherwise afford. It also continued to reduce the number of privately-owned vehicles on the road, thus increasing the safety factor. The most popular program was transportation to Panama City Beach during the summer months, especially during the summer months of CY 71. This action will be continued at Fort Benning consistent with availability of funds.

c. RECOMMENDATION: This action should be implemented at other Army installations as applicable.

ACTION: Section III, Item 3-N. Reward system to recognize outstanding soldiers at Fort Benning.

a. IMPLEMENTED: Action Agency: DPCA. Cost: FY 71-$4,554.06, FY 72-$15,512. The program initiated in February 1971 is continuing on a once-a-month basis. The trip includes a free bus trip to Atlanta, Georgia, a hotel room, $12.00 in chits for meals at the hotel and $25.00 in cash to spend. Wives are encouraged to attend whenever possible. As of 30 June 1972, the total participants (including wives) were 270 personnel.

b. REMARKS: This action enables commanders to recognize outstanding soldiers in a way in which other soldiers would be able to see the benefits which accrue to those who make an effort to excel, thereby increasing morale, unit pride and individual satisfaction for a job well done. This action will be continued at Fort Benning consistent with availability of funds.

c. RECOMMENDATION: This action should be implemented at other Army installations as applicable.

ACTION: Section III, Item 1-M. Trailer Court Construction for Mountain Ranger Camp (See Item 49-0, TAB E).

ACTION: Section III, Item 2-M. Automotive Craft Shop Constructed on Main Post.

a. IMPLEMENTATION: Action Agency: DPCA/DFAE. Project is planned for MCA funding; however, a similar project has been funded by nonappropriated funds and is being constructed at Kelley Hill. The contract cost of the existing nonappropriated project is $142,416. The project at Main Post will still be required to support personnel on Main Post. There has been no MCA cost during Fiscal Years 1971 and 1972 on the project at Main Post.

b. REMARKS: This project is required to provide an area for military personnel to perform maintenance on their POV's. The post is authorized the equivalent of three shops of the size being constructed. This action will be continued at Fort Benning consistent with the availability of funds.

c. RECOMMENDATION: This action should be implemented at other Army installations.

ACTION: Section III, Item 3-M (FY 71 62-0). Reprogram and Update the Four Passenger Elevators in Martin Army Hospital.

a. IMPLEMENTATION: Action Agency: DFAE. Project was originally planned to be MCA funded but was subsequently designed and approved as an OMA project. Work is now in progress under Project FB-32-71-100. Total contract amount is $146,527 (Fiscal Year 1971 funds). Work is scheduled to be completed 11 October 1972.

b. REMARKS: This action provides increased reliability and efficiency of elevator service for the high passenger traffic at MAH. Passengers will continue to benefit from this action when completed for a number of years.